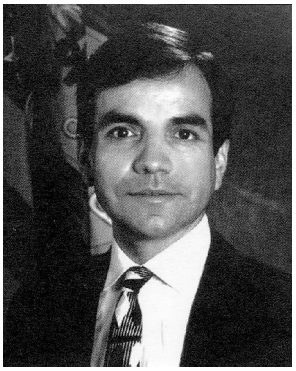
A Message from the Assistant Secretary for Management and Chief Financial Officer



In September 1996 I asked the members of the Department of the Treasury and United States Governmentwide Chief Financial Officers Councils to share their organizations' perspectives on financial systems development. I am very pleased with the more than 25 detailed responses we received. I want to thank each of you for your timely answers and candid, thorough feedback.

The Financial Systems Policy Committee (FSPC) produced the surveys to find out how financial systems are developed within and outside of the Department of the Treasury. Now armed with your offices' responses, the FSPC has ample information to plan for integrated financial systems across the Department.

The FSPC built the surveys around four themes:

1. How do organizations choose and prioritize new or enhanced financial systems?
2. Who authorizes and directs financial systems development?
3. How should financial systems development change so the decision and approval processes encourage better systems integration?
4. What roles do the Chief Financial Officers and Chief Information Officers Councils have in financial systems development?

Attached are your synthesized responses to those areas. The FSPC has reviewed the feedback, completed detailed analysis, and identified and recommended many "best practices" within the Department of the Treasury and at other government agencies. Thank you for your participation.

Sincerely,

George Muñoz
Assistant Secretary for Management and
Chief Financial Officer

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Executive Summary

Based on the requirements of the Information Technology Management Reform Act (ITMRA) of 1996 and the guidance of the Office of Management and Budget (OMB), the Department of the Treasury (Treasury) Chief Financial Officers (CFO) Council established a Financial Systems Integration Committee (FSIC). The Committee was tasked to survey Treasury Departmental Offices and Bureaus and recommend the steps Treasury leadership should take to: (1) create fully integrated financial systems; and (2) improve financial systems decision making in the Treasury CFO and Chief Information Officer (CIO) communities.

The FSIC realized early in its review that Treasury's lack of a universal set of criteria for financial systems development and sound core data definitions prevent fully integrated systems. It realized that through a defined data definition process, operational and administrative leaders could work to help each other; CFO's could be in a better position to influence the integration of financial systems in their Bureaus; and CFOs could obtain vendors more able to meet the financial systems needs of the Department.

As a result of its extensive research and analysis, the FSIC recommends the Administrative and Functional actions below which it believes would lead to the outcomes that follow:

Administrative Actions

1. **Define the role and authorities of Bureau Investment Review Boards (IRB) in relation to established financial investment thresholds, the shifting of financial and human resources, and the overall Treasury IRB.** As the systems development conscience for an agency, each IRB should also ensure that systems comply with Joint Financial Management Improvement Program (JFMIP) core financial systems requirements, and other systems requirements as appropriate, i.e., Year 2000 and Treasury financial systems requirements. IRBs should serve as the consolidating factor for development decision making and ensure systems lead to better financial management. The Treasury IRB should complement the Bureau IRBs as the final decision making body for systems investments above an established high dollar threshold.

2. **Establish an ideal role for the CFO in the overall systems development process as a member of the IRB.** The level of CFO involvement on IRBs throughout the Government varies. This often leads to poor communication and inadequate consideration of the impact that systems have on the entire financial process. By outlining the CFO role, as co-chairperson and/or voting member on IRBs and/or other committees, leaders can better understand the integrated data needs of both the operational and administrative sides of an organization.

3. **Integrate the annual planning and budgeting cycle with the functions of the CFO and CIO Councils and IRBs. Define the role of each organization.** Where agencies tied information management resources requirements to the agencywide annual planning and budget cycle, better integrated systems often resulted. Requirements should incorporate legislative and OMB requirements.

Administrative Outcomes

1. Defined decision making roles for the CFO and CIO Councils for integrated financial systems.

2. CFO and CIO involvement with all systems development efforts so the impact on all processes throughout the agency is clearly understood.

3. An evaluated and communicated level of appropriate CFO and CIO decision making authority within each Bureau.

4. Identified and recognized practices that lead to clearer, more effective decision making.

Functional Actions

1. **Develop a strategy and methodology for delivering and implementing integrated systems.** Treasury should prepare a logical, doable migration plan that guides a transition from stovepiped to fully integrated financial systems. The Treasury approach should establish an overall systems strategy, i.e., cross-servicing approach, decentralized, compliance, etc.; set standards and policies, define integration, outline the levels of integration; and establish checkpoints for measuring performance during implementation.

2. **Prepare a set of integration evaluation criteria for all new and existing systems for assessing their impact on financial systems.** Criteria should ensure that systems comply with JFMIP core financial systems requirements, and other systems requirements as appropriate, i.e., OMB Year 2000 requirements, and outline different levels of required systems integration. With many factors influencing the development of Bureau operational systems, often, the indirect impact of development on existing or new financial systems is overlooked, and vice versa. The Deputy CFO has written criteria for the Treasury IRB activities that could be used as a starting point.

3. **Define common core data elements through the creation of a data dictionary and/or data administrator.** Regardless of each organization's needs, all would benefit from a clearly defined, common, standardized set of elements for each major business process. Development requirements for certain processes should be standardized.

Functional Outcomes

1. Updated and consolidated Departmental guidance for developing integrated systems published.

2. Overwhelming number of current directives regarding the development of financial systems in Treasury reviewed and streamlined into brief process-oriented guidelines bound in one easy-to-use document for IRB use.

In its research, the FSIC recognized that very few Treasury officials are satisfied with the current level of systems integration or the financial systems approval process. The FSIC recommends the creation of Administrative and Functional subgroups to support the FSIC, with some common members, as it implements the above recommendations to create an approach that leads to fully integrated financial systems and an approval process with widespread support throughout Treasury.

Putting Financial Systems Development into Context

Throughout the Government

Survey Report Focus

1. How do organizations choose and prioritize new or enhanced financial systems?
2. Who authorizes and directs financial systems development?
3. How should financial systems development change so the decision and approval processes encourage better systems integration?
4. What roles do the CFO and CIO Councils have in financial systems development?

Efforts to improve financial management are beginning to show impressive outcomes. Agencies that could not track basic financial and operational information just a few years ago are now earning unqualified opinions from objective auditors on their financial statements. Operational managers who once felt left out of the administrative world now influence exactly how administrative support is provided. Gradually, the transition to performance-based budgeting, cost management, benchmarking, and performance measurement is happening. Systems of all types, especially those for financial management, are playing a greater role.

Increasingly Complex Systems Across Government

Improvements in financial systems, often occurring in different environments for different kinds of organizations, have become increasingly complex. Senior information technology and financial managers have recognized this growing phenomenon. In a report entitled, "A Strategy of Leadership and Engagement," the Governmentwide CFO Council stated that "Less complex interfaces between program systems and the commercially available off-the-shelf core financial systems packages are very unlikely without increased standardization." Further, the lack of standard data elements and processes leads to massive, costly customization of these off-the-shelf software packages. As a result, actions are underway to provide an ongoing mechanism for issuing consistent Governmentwide data standards and requirements to improve agency financial data integrity.

Executive Branch Efforts

In establishing direction regarding the investment in major information systems, the OMB stated that it will recommend new or continued funding only for those major systems investments that are consistent with federal, agency, and bureau information architectures that integrate work processes and information flows with technology

and reduce risk by avoiding custom-designed components. (OMB's guidance requires systems investments to: support core Government functions; be undertaken because no alternative source exists; support streamlined work processes; demonstrate return on investment clearly equal to or better than alternatives; be implemented in phased, successive chunks; and employ an acquisition strategy that allocates risk between the Government and its contractors.)

As part of a project to build a Governmentwide financial information infrastructure, OMB is focusing on the development of a common account classification structure, which is expected to be the basis of the information initiatives. At the Department of the Treasury (Treasury), staff have begun work, in cooperation with other agencies, on a uniform account code classification structure to support Governmentwide reporting standards.

Treasury is extending the Federal Agencies' Centralized Trial-Balance System data collection to include budgetary accounts. This is expected to standardize budgetary systems and provide the information needed centrally to produce budget execution reports and reduce the redundant collection of data.

At the Governmentwide CFO Council, agency CFOs created the Financial Systems Committee (FSC) to improve financial systems for: (1) effective oversight of Government programs; (2) effective and efficient management of Government programs; (3) informed decision making about budget priorities; and (4) public understanding of the performance of the Government. The FSC sponsors the Financial Management Systems Software Schedule (FMSS) under the policy direction of OMB Circular A-127. The FSC also develops Governmentwide strategy to: implement standard processes; eliminate duplicate and redundant financial management systems via consolidation, cross servicing and/or privatization; eliminate outdated legacy systems; and anticipate the software industry's direction. In addition, the FSC coordinates the development of the Joint Financial Management Improvement Program (JFMIP) Core Financial Systems and subsidiary requirements.

To address financial systems improvement on a full-time basis, the Governmentwide CFO Council established the Joint Systems Solution Team (JSST) under the leadership of the FSC. The JSST mission is to identify and promote alternative solutions to improve the implementation and integration of financial systems, enhance communications, and foster the exchange of ideas to support decision making. The JSST is focused on three tracks. These include the FMSS Schedule, functional feeder systems (collections, payments, acquisition, and travel), and executive information systems.

The JSST proposed that the Governmentwide CFO Council establish, fund, and staff a program management office responsible for development and interpretation of core financial systems requirements and the integration of systems. The JSST has proposed to develop an electronic catalog for financial management software to include the functional feeder systems.

In the Legislative Branch

The Congress passed the ITMRA (Public Law 104-106, Division E, February 10, 1996, often referenced by its sponsors' names, William Clinger and William Cohen). It increases the responsibility, authority, and levels of accountability of government officials in the information technology arena. The legislation requires agencies to: ensure systems are designed, developed, maintained, and used effectively to provide financial or program performance data for financial statements; guarantee reliable, consistent, and timely data to financial systems; and confirm that financial statements support administrative and mission-related work processes and information technology investment performance measures. ITMRA outlines Congress' sense that Information Technology (IT) improvements will lead to a 5 percent decrease in cost for IT investments and operations, and a 5 percent increase in agency operating efficiency.

Use within the Department

Treasury and other Government agencies have taken the guidance from the executive and legislative branches of Government very seriously. As a result, at Treasury, financial systems are developed out in the open with the input and guidance of many players. Agency leaders, program managers, CFOs, and CIOs have important and influential roles in every case. IRBs, or committees of a different name, but of a similar make-up, have great impact on the decision-making process at each office by guiding systems configuration and managing project integration.

These varied individuals and groups combine different forms of functional thinking to establish the business case, allocate budget resources, determine the impact on mission, decide the approach, and set the strategy when financial systems are developed. The level at which financial systems are approved depends on whether modifications will occur or if a new system is planned. Minor modifications or enhancements are approved at the

system owner level in almost every case. Approvals for major changes or improvements and system implementations usually occur at the CFO and CIO levels based on the structure of the agency.

Throughout Treasury and its bureaus, 9 of the 13 CFOs are primarily responsible for approving any financial systems development and for prioritizing financial systems. In most instances, however, the CFO depends on the advice of others on the need for new/enhanced systems, on cost-effective paths for acquisition and development, and on effectiveness and compatibility with policies and guidelines. Six of the 9 CFOs share some of the responsibility for financial systems planning, prioritizing, development and/or maintenance with the CIO. The 4 bureaus (Bureau of Engraving and Printing - BEP; FMS; U.S. Mint - Mint; and the Bureau of Public Debt - BPD) whose CFOs do not have final approval have internal boards or committees established that make decisions for all systems development efforts, and in all instances the CFOs are members of the boards or committees. Although the CFOs in these bureaus do not individually approve financial systems initiatives, they do make recommendations for financial systems and have the greatest influence.

In response to the ITMRA, all of the bureaus have or are establishing an IRB, Automated Data Processing (ADP) Steering Committee, or other internal board/committee that is responsible for assessing, approving, and prioritizing systems initiatives, including financial management systems. Only the Departmental Offices and the Federal Law Enforcement Training Center (FLETC) do not have such a board. (At FLETC, systems and budget reviews, and other meetings, serve to perform the coordinating functions of an IRB or ADP Steering Committee.) At the Departmental Offices, the Information Systems Division proposes the standards and recommends priorities.

Better Integration

Thorough systems integration is an important part of any world class information system organization. It is critical that all involved in the creation of information systems work together to achieve strategic objectives. Those involved have a responsibility to ensure that all project aspects receive fair consideration and equal attention from “cradle to grave.” All entities deserve the opportunity to offer input into the methods and structures used. This can ensure offices take responsibility for reviewing projects in their areas. In the case of existing development structures, central committees seem to be filling this need satisfactorily.

Selecting potential development projects that will add to or enhance the portfolio of financial information systems should be based on individual corporate needs, objectives, and priorities. This selection process occurs in many ways through a lot of different methods. The one requirement for each organization is the use of a consistent methodology and organizational structure. This tactic of using a steady approach in a familiar environment allows an organization to control the decision and approval process. It leads to a development atmosphere where employees know the details of new plans, systems additions, and ongoing projects. A consistent approach to financial systems development allows all parts of an agency to identify projects where they have a stakeholder responsibility so they can fully integrate their requirements and existing systems into the equation.

Almost half of the Treasury bureaus have already defined their core financial data in accordance with JFMIP standards, and the majority of the remaining bureaus are either in the process of, or will soon begin, defining core data. FLETC is being cross serviced by another bureau which has already defined its core financial data. The Internal Revenue Service (IRS) uses the Federal Financial System (FFS), an approved Commercial-Off-the-Shelf (COTS) financial system that meets JFMIP requirements, but has not formally defined its financial core data.

Five of the bureaus have implemented a structured data stewardship process. The BPD; U.S. Secret Service (USSS); and the Office of Thrift Supervision (OTS) have each assigned data owners or stewards who are responsible for: (1) managing the information necessary to support program and financial managers; (2) assuring accurate timely and useable decision-making data is in place; and (3) approving relevant data changes. The Office of the Comptroller of the Currency (OCC) data stewardship process helps provide reliable systems for budget, accounting, financial management, and internal controls. The BEP has assigned data stewards to each system module, has implemented an aggressive end user training program, and assigned responsibility for monitoring data accuracy and integrity.

Other bureaus and offices (Departmental Offices, Inspector General (IG); Alcohol Tobacco and Firearms - ATF; U.S. Customs Service - USCS; FMS; and the Mint) are in various stages of developing and implementing a data stewardship process. The IG's office is creating a project accounting information system that will include a financial data dictionary and system data ownership and custodial responsibilities will be assigned. The ATF recently hired a Program Manager for Data Administration and has begun inventorying all systems and will ultimately define and standardize all core data. The USCS will soon pilot a proposed stewardship process for a selected set of data. Customs is adapting the stewards' roles to its current data life cycle, adding the significant role of a functional data definer and/or business liaison. Mint's Consolidated Information Systems (COINS)

Management Council is responsible for the definition of Mint's core data and for establishing the data stewardship process. In the IRS, data stewards have not been formally assigned, however, project offices understand and handle stewardship responsibilities.

Treasury Bureaus and Departmental Offices and Other Government Agencies Survey Responses Summary

Summary Questions	Treasury Bureaus and Departmental Offices			Other Government Agencies		
	With	In Process	Without	With	In Process	Without
CFOs with final systems development approval authority:	9	0	4	6	0	6
Organizations with an IRB or an internal ADP steering committee:	11	0	2	11	0	1
Organizations that have defined their core financial data:	6	5	2	8	0	4
Organizations with a data stewardship process in place:	5	6	2	8	0	4
Organizations who follow TD 84-01 or own/defined SDLC:	10 (84-01) 3 (own)	0	0	8 (own)	0	4
Organizations that tie annual systems planning to budget preparation and overall strategic planning:	9	0	4	11	0	1

Although 10 bureaus use Treasury's Information Systems Life Cycle Manual (TD P 84-01), most of these bureaus have developed internal manuals or policies and procedures that provide additional guidance for non-mainframe development and newer methodologies or techniques.

Two bureaus, OCC and USCS, have received waivers from Treasury and are not using Treasury's Manual as their primary guidance. The OCC has an Applications Development Life Cycle in place for mainframe applications and is developing standards for prototyping and Rapid Application Development (RAD) for client server applications. USCS' SDLC incorporates new OMB Circular A-130 security requirements, additional planning and project control guidance, SDLC and Software Quality Assurance oversight, and conforms with many Software Capability Maturity Model (S-CMM) key practice areas. The USSS has published an SDLC manual that accommodates legacy systems and new client server technologies and development techniques.

Nine bureaus/offices specifically stated that their annual systems planning is tied to their strategic planning and budgeting processes.

Working Together

Treasury CFOs are responsible for many program areas. The number for each CFO varies by bureau or office. In their roles, CFOs work with the administrative and operational officers. To better gauge the priorities of Treasury CFOs, Treasury CFO Council reported on the structure, roles, and strategic focus of each CFO in July 1996.

The report revealed that each CFO rated budget formulation and execution, finance and accounting, management and internal controls, and performance measures as top priorities. Other areas, such as procurement, personnel, strategic planning, payroll, and miscellaneous administrative services also rated very high. Financial systems and information resources management rated as key CFO functions and responsibilities as well.

Since both the CFO and CIO have responsibilities in the development of financial systems throughout Treasury and across Government, it is important for the CFO and CIO Councils to work together to integrate financial systems with other administrative and operations systems as needed. However, overall responsibility for the development and enhancement of financial systems within Treasury continues to stay with the CFO Council and the CFOs in the respective bureaus and Departmental Offices.

Many Influences

Keeping the influence of agency managers in perspective, general authority for financial systems work comes from the directives or guidelines published by the General Accounting Office (GAO); OMB (various circulars); Treasury (Federal Information Processing Standards); Congress; JFMIP; and the Federal Accounting Standards Advisory Board. In some cases, Department of Defense standards guide financial systems development.

The Answers that Follow

An integrated financial system is a major goal of all Treasury bureaus. Included in that goal is a high level of coordination throughout the process that drives the development and enhancement process. This survey report offers an overview of how the bureaus deal with financial systems. This information is important for the CFOs since they all play an important role in the decision making surrounding financial systems.

The report also provides a detailed explanation of how the Bureaus and many other government agencies work through their complex processes of systems development and enhancement. This kind of information has great value. It can help leaders decide which practices work best given often different situations in what can be very contradictory environments. If considered when creating or changing financial systems, the information in this report can lead to an integrated level of synergy that makes smarter use of limited financial and human resources.

(Note: The headings for each section throughout this report are based on the circulated Treasury bureau and Governmentwide survey questions. Readers would benefit from reviewing these questions before reading the balance of this report since the questions place the headings and analysis into context. Survey questions appear on pages 63 - 66.)

Financial, Program, and Information Resources Managers or Working Groups

R = Recommends A = Approves	Relationships

Departmental Office, Financial Management (DO)

Office of the Assistant Secretary for Management, CFO, George Muñoz, A

The CFO has final approval (Treasury Directive 27-01, June 22, 1995) and relies on several groups' advice on the need for new/enhanced systems, on cost-effective paths for acquisition or development, and on effectiveness and compatibility with Treasury policy and direction. Within Departmental Offices, the Bureau CFO has final approval authority for financial and mixed systems.

Office of the Deputy CFO, Deputy CFO, Steven O. App, RA

Office of the Deputy Assistant Secretary (DAS) for Finance and Management, Director of Budget, Carl Moravitz, RA

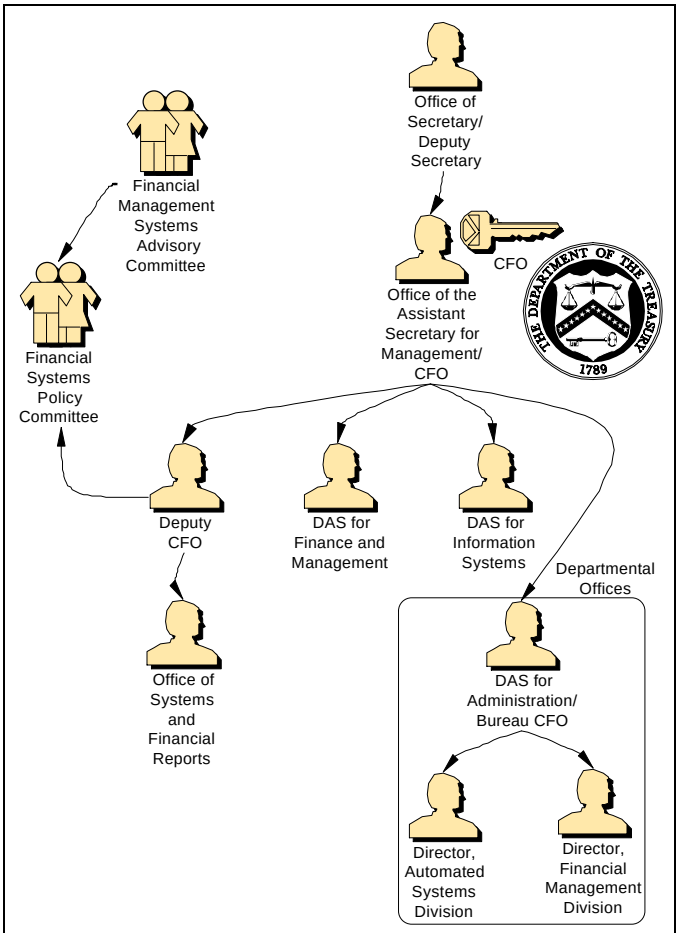
Office of the DAS for Information Systems, DAS, Jim Flyzik, RA

Financial Systems Policy Committee (FSPC), Deputy CFO, Steven O. App.

Financial Management Systems Advisory Committee, Director, Office of Systems and Financial Reports, Dennis Mitchell, R

Office of the DAS for Administration, DAS for Administration and Bureau CFO, Alex Rodriguez, RA; Automated Systems Division, Director, Dale Seward, R; Financial Management Division, Director, Linda Ripetta (Acting), R

(Systems/budget reviews/meetings perform the functions of an Automated Data Processing (ADP) Steering Committee.)



Department, Inspector General (IG)

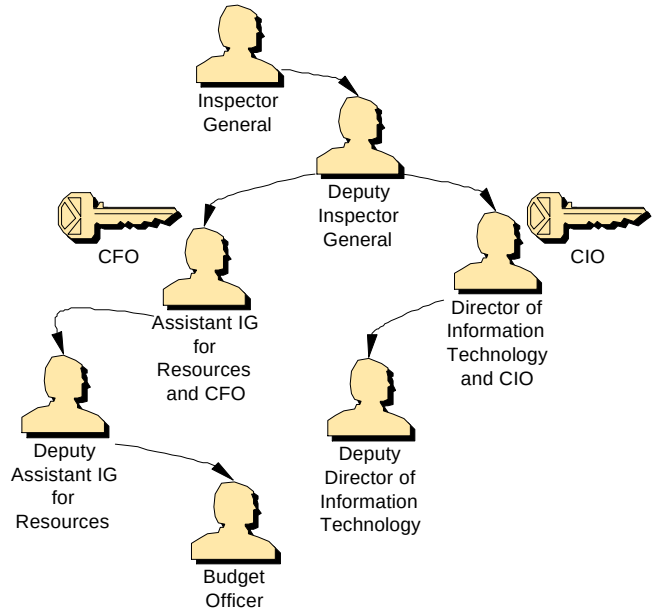
Resources Directorate, Assistant IG (AIG) for Resources and CFO, Gary Whittington, RA; Deputy AIG for Resources, Clifford Jennings, RA; Budget Officer, Michele Marx, RA

Office of IT, Director of IT and CIO, Joseph Lawson, RA; Deputy Director of IT, Charles Little, RA

Financial systems development is a shared responsibility between the CFO and the Resources Directorate, and the CIO and the Office of IT. The CFO has final approval authority for systems development methods, technical architecture conformity, and reliability for use in production. Financial systems must be approved by both the CFO and CIO before being put into service.

A senior management group (IG, Deputy IG, AIG for Audit, AIG for Investigations, and AIG for Resources) establishes priorities for all functions of the office, including overall information systems priorities. Priorities are influenced by GAO, OMB, the Congress, etc. Formal directives and communications, as well as informal contacts with key officials, shape related policy decisions.

An IRB is being formed. Members will include the IG, Deputy IG, AIGs for Audit , Investigations, and Resources, Director of IT, and Director of Evaluations. It will review and approve major IT initiatives involving hardware and software procurement, systems development, and communications services. It will monitor projects' functionality, budget, and milestone targets, and initiate corrective action (possible project termination) when needed.



Alcohol, Tobacco, and Firearms (ATF)

Office of Management, Assistant Director (Management) /CFO, William T. Earle, A

The CFO and CIO work together on financial systems requirements. As the "owner" of the financial systems, the CFO identifies business requirements. The CIO develops and implements systems for all Bureau customers.

Office of Science and IT, Assistant Director/CIO, Arthur J. Libertucci, A

The CIO meets quarterly with the six-member IT Advisory Board, which consists of the CFO and senior information resources managers from other Federal agencies.

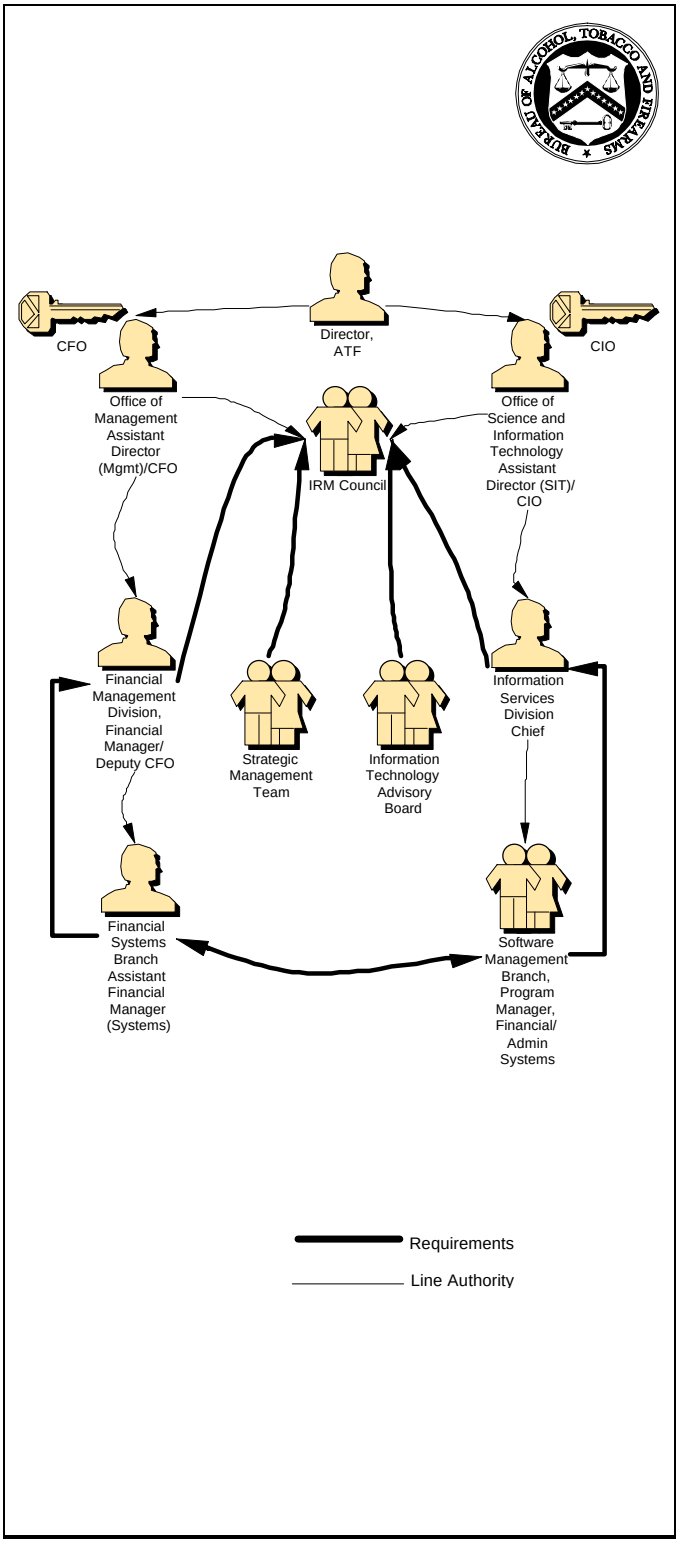
IRM Council

The Council sets overall priorities. Chaired by the CIO, its members from all 11 Bureau offices approve/prioritize development. Projects recommendations are given to the Strategic Management Team. It serves as a "defacto" IRB.

Financial Management Division, Financial Manager/Deputy CFO, Paul R. Gentille, A; Assistant Financial Manager (Systems), Mark T. Danter, RA

The Deputy CFO reports to the CFO on the status of all Bureau financial systems operations and development. The Assistant Financial Manager (Systems) is responsible for the maintenance and upgrading of Bureau financial systems and working with Bureau customers to develop requirements for new or modified financial systems.

Deputy Assistant Director/Deputy CIO, Patrick R. Schamback, R; Information Services Division (ISD), Chief, Walter M. Scott, A; Software Management Branch, Chief, Richard A. Steffe, R; Program Manager, Financial/Administrative Systems, Amy M. Bartscherer, RA



Comptroller of the Currency (OCC)

Executive Committee, Diane Page, RA

Composed of the Bureau's senior executives, it provides guidance on approving, coordinating, and initiating systems development.

Administration, Senior Deputy Comptroller, Judith Walter, RA

Financial Services, CFO, Ronald Passero, RA; Assistant CFO, Financial Systems Management, W.H. Snyder, Jr., R; Assistant CFO, Financial Policy, Review, and Analysis, Roy Madsen, R; Assistant CFO, Financial Operations, vacant, R

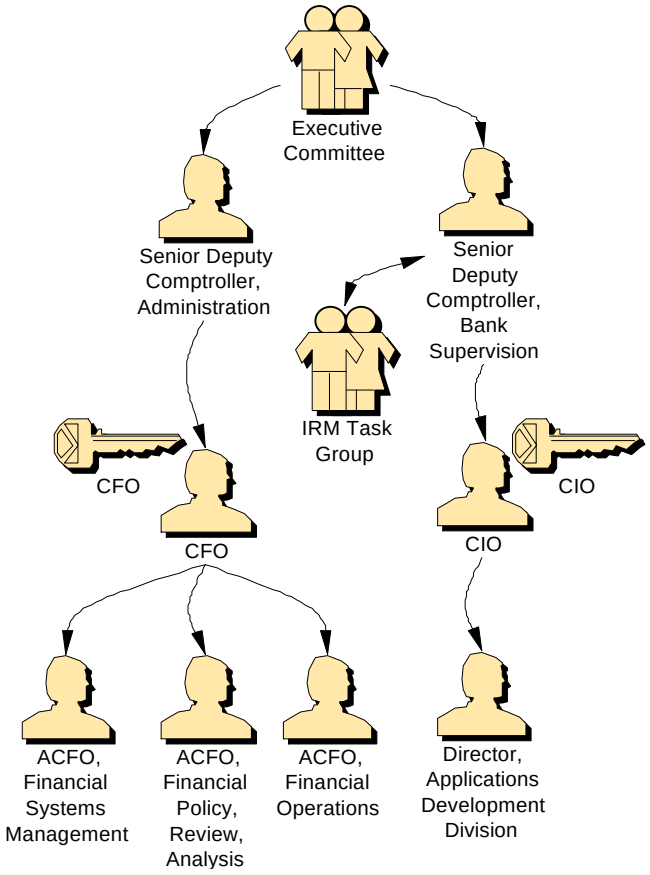
Bank Supervision Policy, Acting Senior Deputy Comptroller, Samuel Golden

IRM Task Group, Stephen Cross, R

Comprised of representatives from all major areas, this group coordinates, reviews, and makes recommendations on major systems issues for the Executive Committee. It will set the strategic direction for managing and developing technological resources by developing and communicating a strategic plan, a conceptual management model, and a framework for policy, benchmarking systems, and determining when to out-source development.

Information Resources Management, Acting Deputy Comptroller and CIO, Stephen Cross (Acting), R

Applications Development Division, Director, R



Customs Service (USCS)

IRB, Deputy Commissioner, S. Banks, RA

The IRB serves as the high level Investment Control Board for USCS. It ensures USCS maximizes its return and minimizes its risk on investments. The group is chaired by the Deputy Commissioner and includes the CFO (AC for Finance), and the ACs for Information Technology, Field Operations, and Investigations. Several advisory members assist the Board.

Office of Finance (OF), CFO, V. Goerl, RA

The CFO has the greatest influence on what gets approved in the financial systems area. OF Financial Systems Division, Director, T. Garrison, RA

Office of IT (OIT), AC, E. Kwas, RA

OIT Applications Development Division, Director, R. McNamara, RA; OIT Financial Systems Team, Leader, Charlie Armstrong, RA; OIT ACS, Director, J. Hatter, RA

Other "Offices," AC, RA

Office of Human Resources, AC, D. Spero, RA

Customs attempts to incorporate the needs of external agencies whenever possible. Development efforts usually allow this for minor short term items. For major long term items, these requirements can take a while to include.

Engraving and Printing (BEP)

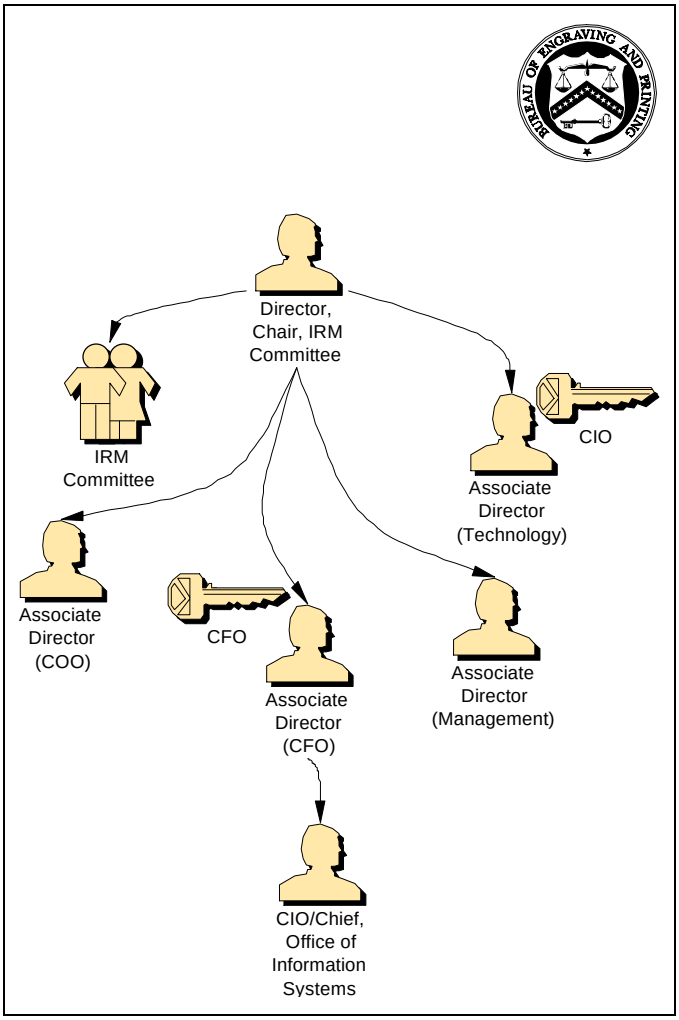
IRM Committee, Chair, Larry Rolufs, A

The IRM Committee has the greatest influence on financial/mixed systems development and sets overall priorities. It has stakeholders from each Bureau operational and functional area. The cross-functional structure ensures integration of program and financial systems, consistency of goals, continuity of systems, and an IRM program prioritized to support the Bureau strategic plan and manufacturing mission. The IRM Committee serves as the Investment Resources Board.

Bureau, Director, Larry Rolufs, R; Acting Associate Director (CFO), Gregory D. Carper, R; Associate Director (Chief Operating Officer), Carla Kidwell, R; Associate Director (Management), Timothy Vigotsky, R; Associate Director (Technology), Milton Seidel, R

The CFO serves as the senior IRM official, while the CIO is responsible for the technology framework and platform.

Office of Information Systems, Chief/CIO, Thomas Rinehart, A



Federal Law Enforcement Training Center (FLETC)

Director, Office of Administration/CFO, Kenneth A. Hall, A; Deputy Director, William A. Allen, Jr., RA;

The position of CFO has the greatest influence.

Comptroller/Deputy CFO, Dennis Staton, R; Budget and Finance Division, Budget Officer, Alan Titus, R; Financial Operations Officer, Julie Martin, R

Information Systems Division, Chief, Lewis Gaston, R

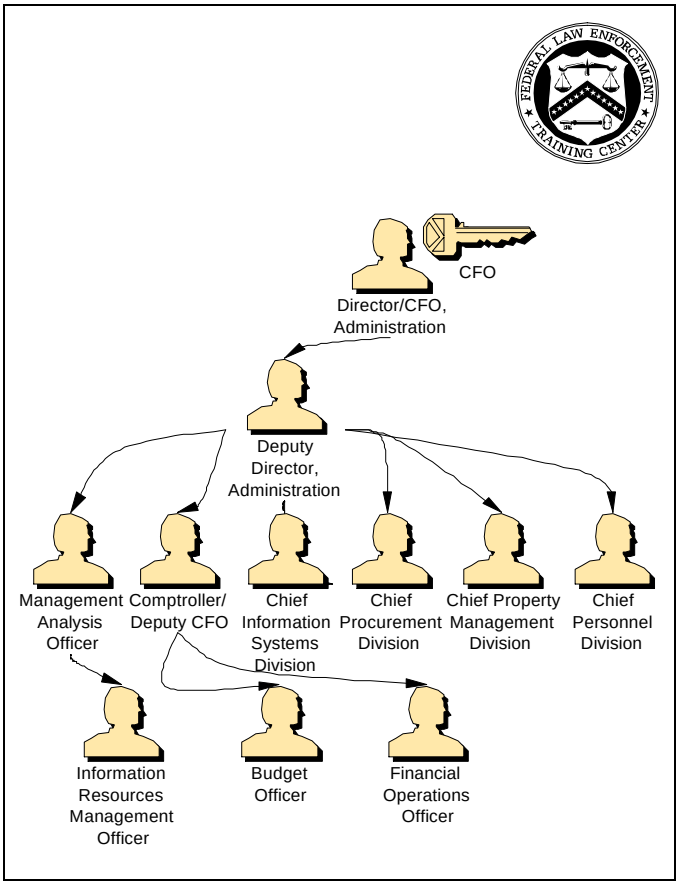
An ADP Steering Committee does not exist. This Division proposes standards and recommends priorities.

Procurement Division, Chief, John Richardson, R

Property Management Division, Chief, Peter Hodgson, R

Personnel Division, Chief, Scott Richards, R

Management Analysis Division, Management Analysis Officer, Lisa Stevens; Information Resources Management Officer, Dan Fischer, R



Financial Management Service (FMS)

FMS, Commissioner, Russel Morris, A

In line with the ITMRA, the Commissioner has the final say on Systems. He relies on his Executive Board (EB), the FMS Investment Review Board (IRB), and the FMS Systems Assessment Advisory Committee (SAAC).

Executive Board, RA

The Board is comprised of senior executives, the FMS Assistant Commissioners, and is chaired by the Deputy Commissioner, Michael T. Smokovich.

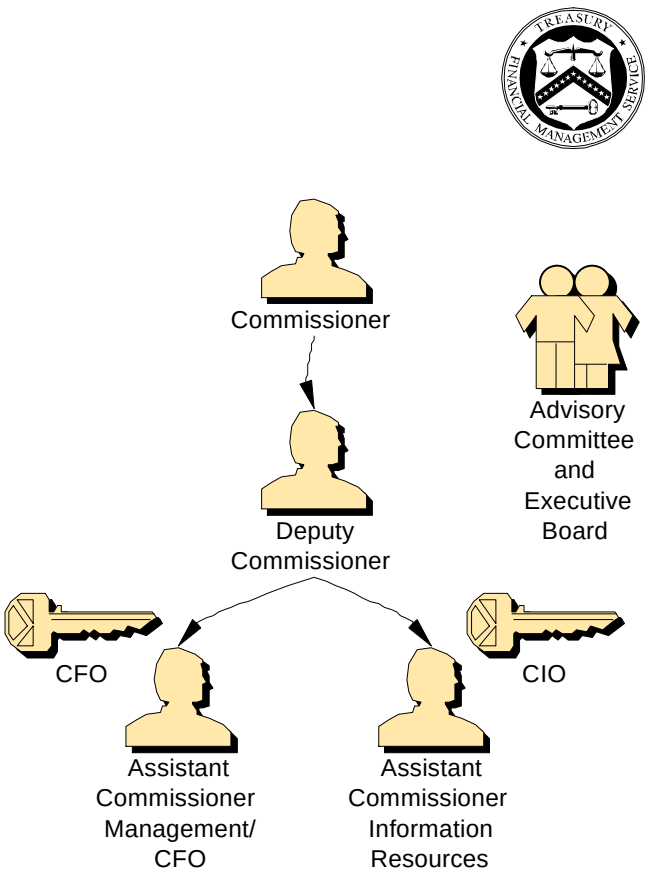
Systems Assessment Advisory Committee and EB, RA

Chaired by the Assistant Commissioner, Information Resources (CIO), the Committee serves as the steering committee and IRB (with CFO representation) for information technology and makes recommendations to the EB which makes recommendations to the Commissioner. FMS uses a formal decision process to determine the appropriateness and value from IT investments.

Management, Assistant Commissioner/CFO, Mitchell Levine, RA; Deputy CFO, Nancy Fleetwood, R

The CFO has the greatest influence on systems due to accounting systems responsibilities. Financial systems development is a shared responsibility between the CFO and CIO. Financial systems must be approved by both the CFO and CIO before being presented to the EB and the Commissioner. The same formal decision process used by the SAAC is used is making decision about capital investments.

Information Resources, Assistant Commissioner/CIO, Constance Craig, RA; Deputy CIO, John A. Murray, R



Internal Revenue Service (IRS)

IRB, A

It ensures development conforms with IRS priorities and the strategic plan. It selects, confirms, and evaluates information technology. As the ADP Steering Committee, it includes the Deputy Commissioner, chief executives, a Regional Commissioner, two Treasury executives, the Taxpayer Advocate, and one union representative.

CFO, Anthony Musick, A

This person has ultimate responsibility for the Automated Financial System and its interfaces.

Management and Administration, Chief, David Mader, A; Integrated Procurement System, Computer Specialist, Lee Clark, R; Facilities System Management, Chief, Bobbie DeCarmine, R; Facilities Request Processing System, Management Analyst, Jose Plazza, R; Automated Regional Training System, Program Manager, Jay Walters, R; Property Assets Tracking System, Management Analyst, Gale Ellis, R

Taxpayer Service, Chief, James E. Donelson, A; Revenue Accounting Control System, Chief, Diane Whitby, R

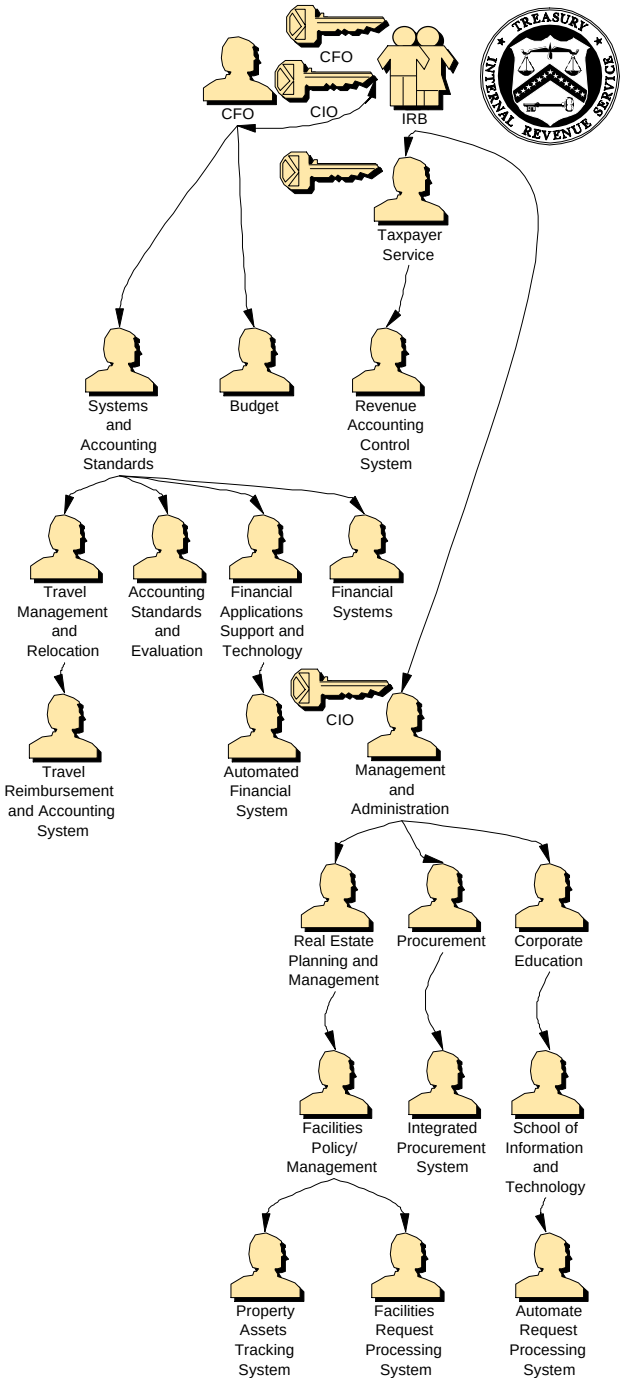
Systems and Accounting Standards Division, Director, Patricia Healy, A

Financial Applications Support and Technology, Automated Financial System, Chief, Wendy Snow, R

Travel Management and Relocation, Chief, Steve Goldberg, R

Budget, National Director, Rich Morgante, A

Accounting Standards and Evaluation, Chief, Ed McHale, R



Mint

Information Technology Executive Committee, A

The Committee and the COINS Management Council have the same members. The Director and Deputy Director of the Mint, Associate Directors, Superintendents (each manufacturing site), Officer-in-Charge for Fort Knox. They set strategic direction for projects, resolve issues, and approve major modifications.

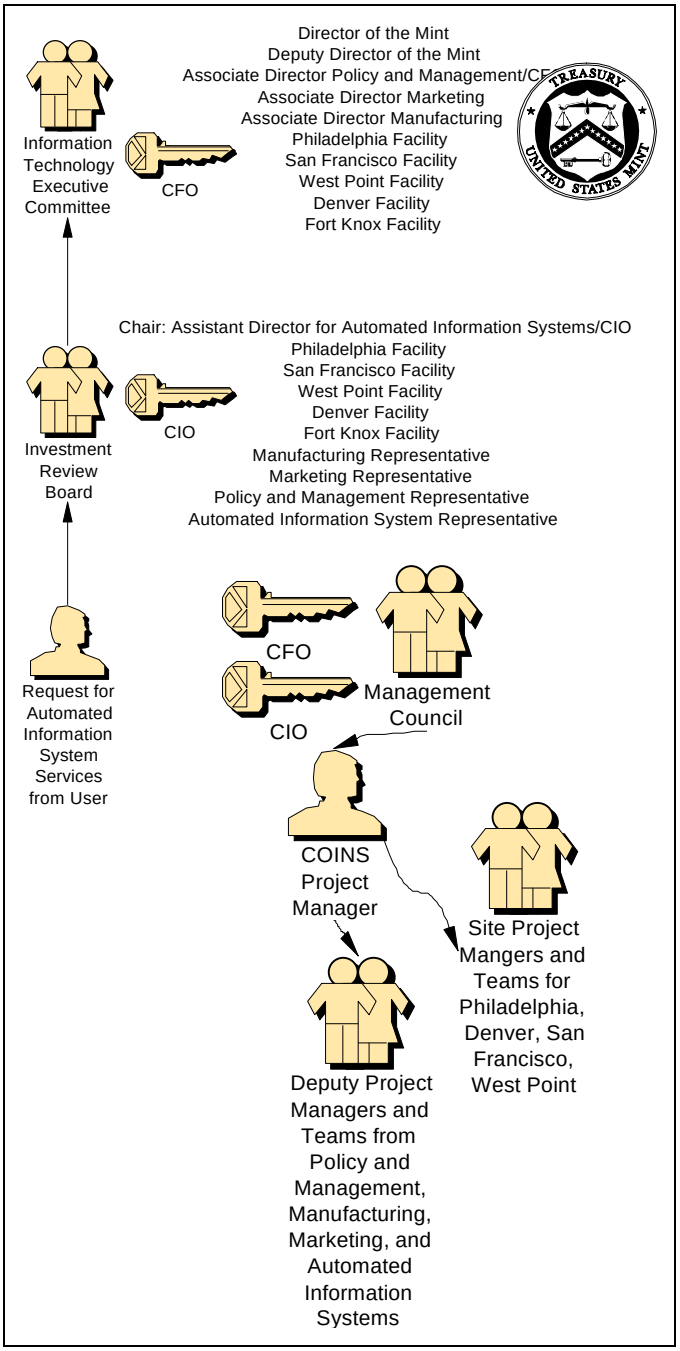
IT Review Board, A

Automated Information Systems, Assistant Director, Jackie Fletcher, RA

This office sets (after user community input) and evaluates priorities. External requirements have a strong influence.

Consolidated Information System (COINS) Management Council, RA; Office of Financial Systems, Project Manager, Michael Zuckerman, RA; Washington Site Manager, Michael Iacangelo, R; Philadelphia Site Manager, Jim Kardas, R; Denver Site Manager, Ken Boris, R; West Point Site Manager, Steve Liepis, R; San Francisco Site Manager, Rosemary Takacs, R

A new investment process is reducing the risk and maximizing the benefits of investments. COINS is separate from the process but as a major project, it requires special oversight and dedicated resources. It will be incorporated into the process when development and implementation are completed.



Public Debt (BPD)

Executive Board, RA

This Board serves as the ADP Steering Committee and IRB. It has the greatest influence through weekly and annual collaborative planning and decision making meetings. Its members include the Commissioner, Deputy Commissioner, seven Assistant Commissioners (includes CFO and CIO), Director of the Government Securities Regulations staff, and Chief Counsel. It sets priorities based on guidance from the CIO and higher level agencies. It has a senior advisory committee that has an oversight role.

Commissioner, Richard Gregg, A

Deputy Commissioner, Van Zeck, A

Office of Automated Information Systems, Assistant Commissioner/ CIO, Noel Kesser, RA

Office of Administration, Assistant Commissioner/CFO, Tom Harrison, RA

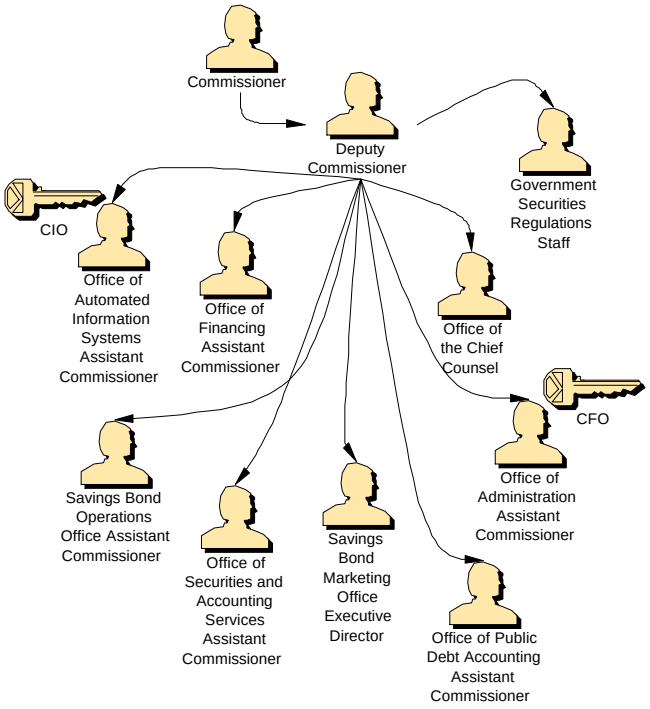
Savings Bond Operations Office, Assistant Commissioner, Art Klass, RA

Office of Securities and Accounting Services, Assistant Commissioner, Jane O'Brien, RA

Office of Financing, Assistant Commissioner, Carl Locken, RA

Office of Public Debt Accounting, Assistant Commissioner, Debra Hines, RA

Savings Bond Marketing Office, Executive Director, Dino DeConcini, RA



Secret Service (USSS)

Executive Steering Committee and IT Working Group, RA

Composed of senior executives, the Steering Committee establishes priorities and policies for the acquisition and use of information technology. Consisting of staff from each Assistant Director level office, the Working Group supports/advises the Steering Committee on policy, priorities, budget resources, and procurement plans. Chaired by the Special Assistant for Technology in the Office of Protective Research, the Group guides and oversees the acquisition and use of information technology goods and services.

Office of Administration, Assistant Director/CFO, W. R. Basham, A

Office of Protective Research, Assistant Director/CIO, S. Sergek, A

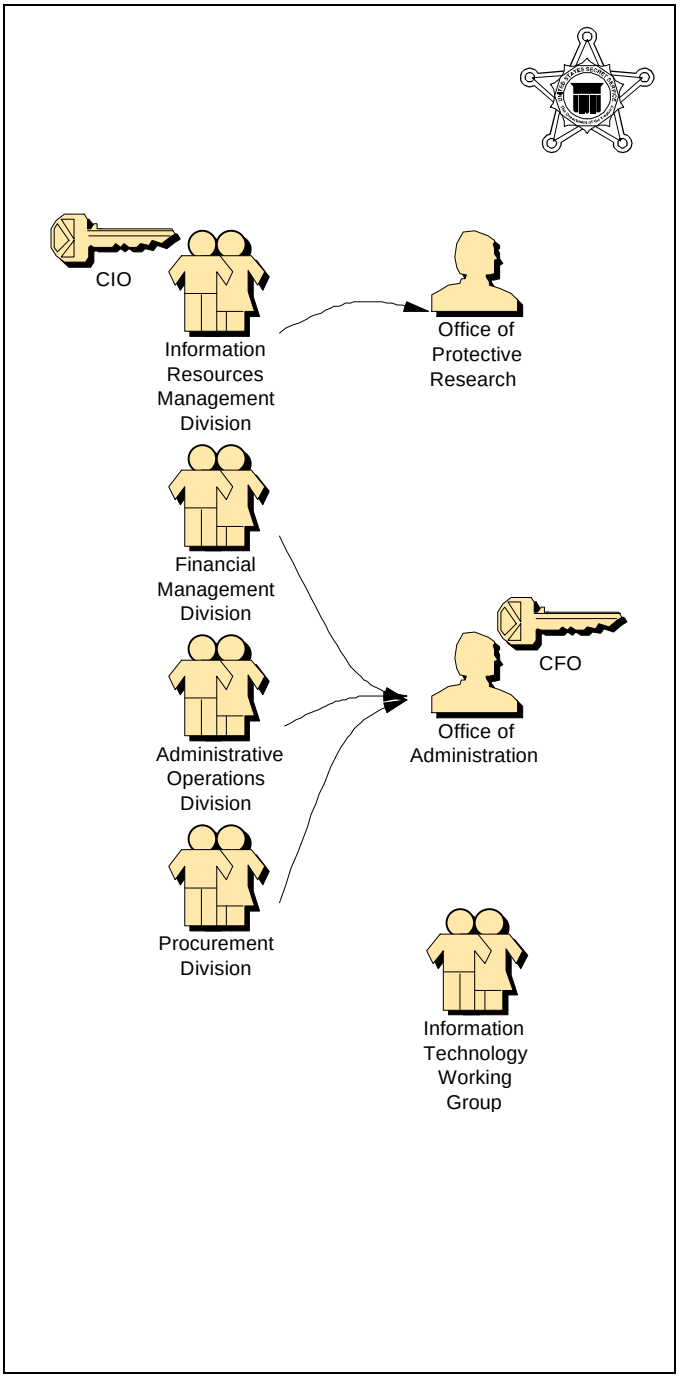
Information Resources Management Division, Chief, R. Thompson, R; Applications Branch, Chief, T. Freeman, R

Procurement Division, Chief, N. Kerlin, R

Administrative Operations Division, Chief, D. Ogden, R; Property Management Branch, Chief, J. Thigpen, R

Financial Management Division, Chief/Deputy CFO, D. Burkett, R; Financial Systems and Procedures Branch, Chief, K. Lee, R

Although this Division has the greatest influence on financial and mixed systems, all program offices such as Administrative Operations (Property Management) have requirements included in systems determinations.



Thrift Supervision (OTS)

Office of Administration, Executive Director, Cora Beebe, A

Executive Committee, Executive Director, Cora Beebe, A

Management Information Systems Committee, Director (Information Resources Management Division), Barbara Taylor, RA

It is made up of members from the regional offices, major headquarters offices, and the Information Resources Management Office. It currently fulfills the duties of an ADP Steering Committee and IRB. Planning addresses a business, statutory, policy, or operational agency need. The Committee, which meets quarterly, sets priorities, reviews and recommends systems budgets, communicates information requirements and initiatives, and evaluates systems and systems owners. With the CFO and CIO as members, it links to senior management on the Budget and Executive Committees on systems initiatives.

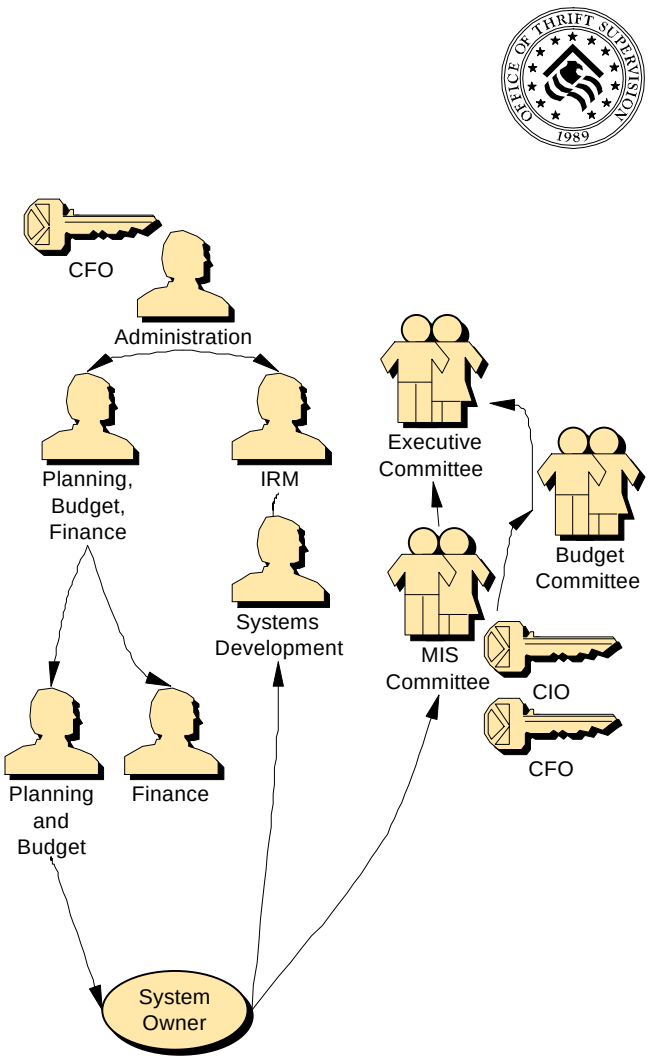
Planning, Budget, and Finance Division, Director, Elizabeth Gustafson, RA

Planning and Budget Office, Assistant Director, William Brady, RA

Finance Office, Assistant Director, Robert Beel, RA

Information Resources Management Division, Director, Barbara Taylor, RA; Systems Design, Manager, E. Donn Lindsey, R

Planning and Budget Office, System Owner, Richard Abood, R



Setting Systems Development Priorities

DO	Overall priorities are set by the Deputy Assistant Secretary for Administration for those functional systems within Treasury Departmental Offices. Priorities are balanced against the demands of internal offices, Departmental policies and procedures, and the requirements of GAO, OMB, and the Congress in the decision-making process.
IG	The senior management group, and in the future the IRB, sets priorities based on CIO and CFO recommendations. Recommendations are based on the analysis of existing needs in formal OIG documents (strategic plans) and from informal meetings (annual management meeting). Needs analysis correlates with current projects and available resources so the CFO and CIO recommend the best use of financial and information technology resources.
ATF	Each fiscal year, the Program Manager for Financial Systems inventories information resources requirements and identifies respective costs for submission to the IRM Council. The Council reviews budget figures and justifications and sets priorities for all Bureau systems, including development projects in the financial/administrative systems area.
OCC	The Executive Committee functions as an IRB, meeting weekly to discuss issues. Technology issues are covered as needed. Quarterly, it reviews proposals funding and recommends changes, and advocates accountability/responsibility based on the recommendations of the IRM task group (which gets its guidance from the CFO). Implementation plans for major systems outline management oversight and reporting responsibilities. The agency follows GAO, OMB, and Congress' issuances and directives applicable to a non-appropriated Bureau.
USCS	"CDC-2000" will provide the architecture, technology policies, and procedures required to meet the total Customs Service business process needs for Information technology well into the twenty-first Century. Customs has customized its Open Enterprise Methodology to be executed in four phases including Context and Direction Setting, Target State Definition, IT Service Profile Definition, and Migration Strategy. Also, in February 1996, the Customs Administrative Information Strategy Plan (ISP) was completed. It established the financial and mixed systems priorities for the next seven years, given the current requirements. The ISP recommended five strategies for USCS to follow to achieve its goal of integrated financial/mixed systems. The CFO's office is implementing these strategies in a prioritized manner for financial systems.
BEP	Based on the strategic plan, the IRM strategic field plan and the financial management five-year plan are developed through an off-site strategic planing conference with all stakeholders. The IRM Committee reviews/approves systems development activities and priorities based on operations supporting strategic goals because of the Bureau's fundamental manufacturing mission.
FLETC	Keeping the influences of GAO, OMB, Congress, and Treasury in mind, the Director of Administration/CFO with the help of the Chief, Information Systems Division, sets priorities. The Information Systems Division collects program staff requirements, analyzes needs, and recommends priorities based on the FLETC mission.

FMS	The Commissioner sets overall information systems priorities based on Executive Board recommendations and Treasury guidance. The CFO is responsible for financial and administrative core systems. Priorities are consistent with higher level direction from GAO, OMB, Congress, Treasury, and others.
IRS	Throughout the year, potential system modifications are tracked and prioritized and funded during the annual budget process based on internal and external requirements.
US MINT	Priorities are tied to the strategic planning process. The COINS Management Council sets COINS priorities. Existing systems fall under the IT Process.
BPD	The Executive Board sets Bureau priorities for system development activities.
USSS	Priorities are set according to Treasury, OMB, and legislative requirements, standards, funding, and cost-benefit analysis. The Office of Protective Research, Information Resources Management Division, sets overall information systems priorities for the Service.
OTS	System development priorities are established by the OTS Executive Committee and reflect new requirements and program enhancements which support the mission of the OTS and enable the Bureau to meet its goals.

Making Decisions

DO	The CFO has final approval per Treasury Directive 27-01 and relies on several groups' advice on the need for new/enhanced systems, on cost-effective paths for acquisition or development, and on effectiveness and compatibility with Treasury policy and direction. Within Departmental Offices, the Bureau CFO has the final approval authority for financial and mixed systems.
IG	The senior management group, and in the future the IRB, evaluates CIO and CFO proposed alternatives based on functionality, benefits, costs, and risks. Likely selected alternatives provide the most benefits relative to cost or while minimizing project risks.
ATF	For financial and mixed financial systems, Financial Management Division managers, reporting to the CFO, make daily decisions following a development plan agreed upon with the Program Manager for Financial/Administrative Systems.
OCC	The Executive Committee makes the final decision.
USCS	At the Bureau-wide level, an IRB selects the Customs information technology projects by approving a portfolio of IT project investments that will maximize mission performance based on a standard set of criteria for consistent comparison of projects. The IRB selects IT investments that promote the overall Customs mission, are consistent with and support the implementation of the Customs Five Year Strategic Plan, and meet the budget requirements of the Bureau. For financial systems, decisions for strategic systems priorities area based on the ISP. At a tactical level, decisions are made at an annual planning session with representatives from OF, OIT, program offices and the field. Cost/benefit analyses are completed for each of the approved projects to ensure appropriateness and future benefit. Large-scale financial systems projects are forwarded to the IRB for final approval.
BEP	New projects are identified through the strategic planning process. Once a strategic plan is formulated, offices propose ways to support the plan's goals and objectives to the IRM Committee for its evaluation and prioritization.
FLETC	CFO makes final decisions based on organizations' recommendations.
FMS	Individual projects are managed by a functional project manager responsible for decisions, setting milestones, development and implementation. Major decisions occur at higher levels.
IRS	An extensive cost benefit analysis drives systems development decisions.
US MINT	The COINS Management Council makes decisions on COINS. The information technology process guides modifications and other development.
BPD	Decisions are made as appropriate by the CIO, CFO, and the Executive Board.
USSS	Priorities are set according to Treasury, OMB, and legislative requirements, standards, funding, and cost-benefit analysis. The Office of Protective Research, Information Resources Management Division, sets overall information systems priorities for the Service.

OTS	Significant system development decisions are made by the OTS Executive Committee with involvement by the MIS and Budget Committees. The designated CIO and CFO for the agency serves as a member on both the Executive and MIS Committees. A member of the MIS Committee serves on the OTS Budget Committee.

Approving Systems Modifications and Development

DO	Decisions are made through coordination with requesting and affected customers. Depending on scope and context, approval rests with the functional organization or the Bureau CFO. If major acquisitions or development are needed, then a formal proposal is given to the Assistant Secretary for Management and CFO through the Bureau CFO using a Departmental systems approval process.
IG	Major enhancements proceed according to the steps previously described. Minor enhancements may be proposed by user management and approved by the Director or Deputy Director of IT. Before production, either must review and approve systems development methods, technical architecture conformity, and reliability. The CFO has final acceptance responsibility for financial and mixed system functionality, data content, and security.
ATF	Financial Management Division managers, reporting to the CFO, coordinate with the Program Manager, Financial/ Administrative Systems, to make decisions which deviate from the financial systems development plan.
OCC	The Executive Committee approves major modifications and all new development.
USCS	Made jointly between users, the OF Financial Systems Division, and the OIT Financial Systems Team. A financial data stewardship process to be started in OF will standardize the process for systems Mods. in the financial area.
BEP	Any Bureau component Chief may request information services. New, major changes, notable impact systems must be approved by the IRM Committee. The CIO approves minor requests.
FLETC	The CFO approves systems modifications after receiving appropriate justifications.
FMS	User groups for each project approve/disapprove modifications and assign priorities. Major decisions are elevated when appropriate.
IRS	The CFO uses a task management form circulated to team leaders for signature to describe required changes, costs, and testing methods.
US MINT	COINS is close to the end of its evaluation phase and might require modification. Once implemented, it will fall under the existing information technology process, as do other system additions or modifications.
BPD	Modifications occur through a formal request process. New development follows Treasury Life Cycle guidelines.
USSS	Priorities are set according to Treasury, OMB, and legislative requirements, standards, funding, and cost-benefit analysis. The Office of Protective Research, Information Resources Management Division, sets overall information systems priorities for the Service.
OTS	The OTS Executive Committee approves new system development. System modifications are approved by the MIS Committee.

Ensuring Systems Are Integrated

DO	As an evaluation criterion, integration is addressed during the system selection process and by Financial Management Systems Advisory Committee /advisory groups. Travel Manager Plus will achieve integration with other financial systems. A Procurement and Property system integrated with the Federal Financial System (FFS) remains a goal. Existing coordination and approval processes ensure that integration issues are considered by all key stakeholders in the systems acquisition and development process.
IG	The CIO and CFO share responsibility during project initiation and implementation to verify integration so data flows among systems completely, accurately, and without unnecessary duplication or data entry.
ATF	The Program Manager, Financial/Administrative Systems, coordinates all financial and mixed financial systems integration activities with the Financial Management Division managers (who report to the CFO).
OCC	Common processes and standardized data ensure integration.
USCS	The Financial Systems Planning Group works with users, the FSD Development and Operations Groups, OIT, and other offices on full integration of financial and mixed systems. Completed and current efforts, such as the ISP, Business Area Analyses, definition of financial core data, and implementation of the data stewardship process, will help OF reach this goal. OIT has an operational plan that guides Customs toward integration. It has set standards for interfaces that support integration.
BEP	Commercial-off-the-shelf (COTS) software is used to meet most systems requirements. For example, the BEP Manufacturing Information System (BEPMIS), the core financial, manufacturing, and product accountability system is a fully integrated COTS product. The IRM Committee gives a birds-eye view of system interaction and a cross-functional awareness of information requirements. Also, the strategic plan lists systems integration as a top objective.
FLETC	Preplanning, testing, and system life cycle support ensure integrated systems.
FMS	Treasury's recommendation for travel (Travel Manager) and procurement (Procurement Desktop) software that works with the Federal Financial System has ensured integration.
IRS	Integration occurs based on business processes and audit findings. Full regression testing on all interfaces prevents systems architecture problems.
US MINT	Plans include the purchase off-the-shelf enterprise-wide software with integrated financial and non-financial functions. The COINS Project Manager ensures integration until system transfer to the information technology process. Interfaces to existing systems may have to be added.
BPD	Designs are reviewed by the CIO, staff, and the Executive Board following Treasury guidance to ensure integration.
USSS	All development is coordinated with the program offices to ensure integration.
OTS	The IRM office, with oversight by the OTS Executive and MIS Committees, work together to ensure a high degree of integration between systems.

Coordinating Internally and Externally

DO	Close collaboration exists between the Automated Systems Development Branch, Automated Systems Division, and the Financial Systems Branch, Financial Management Division and their customers. The Financial Management Systems Advisory Committee coordinates systems enhancements or changes with external offices centrally.
IG	Coordination occurs at various levels using all methods.
ATF	Financial Management Division managers and the Program Manager, Financial/Administrative Systems, coordinate with the Financial Management Systems Advisory Committee, committees and working groups as well as with the Department's and other Federal user groups.
OCC	All users are involved from initiation to implementation.
USCS	The Financial Systems Division developed a Lotus Notes tracking system to coordinate from initiation through completion/review. Projects use written guidance, Notes, and meetings for coordination. Activities include meetings, Joint Application Design and Requirements Planning and focus groups. In OIT, the Automated Request for Services System records, tracks and shares development efforts, changes, and operational problem and miscellaneous reports.
BEP	Internally, all systems are coordinated through the IRM Committee and/or the Office of Information Systems. External communication occurs through formal membership in user groups, advisory councils including FMSAC, and the CFO and CIO Councils, and informal relations with others.
FLETC	FLETC coordinates internally through the CFO and externally via the Treasury CFO Council and other Treasury councils/committees.
FMS	Internally, the CFO and Comptroller manage development. Externally, the agency coordinates with Dennis Mitchell, Director, Financial Systems and Reports, at Treasury (FMSAC coordinator).
IRS	Chain of command communication occurs with the CFO's office. Often, user groups are used to discuss pending changes or interfaces.
US MINT	Newsletters, briefs, and site meetings and widespread involvement in requirements definition and on-site presentations foster internal coordination. Externally, staff coordinate development through the Financial Management Status Report and Five-Year Plan, Mint Strategic Plan, Information Resources Management Operating Plan, Treasury Year 2000 working group, and IG monthly meetings and survey. The Mint is active on the Financial Management System Advisory Committee and represented on the Treasury CFO Council Financial Systems Policy Committee. Quarterly Treasury Deputy CFO and CFO staff Meetings and governmentwide user groups have also been used.
BPD	Internal coordination occurs through the Executive Board, external through the CIO and CFO with higher workgroups.

USSS	In accordance with TD32-02, USSS coordinates with Treasury. Information is also shared with other Bureaus and the Financial Management Systems Advisory Committee.
OTS	Internally, the program office, system owner, and IRM support staff participate in system development efforts from initiation to implementation. Externally, the OTS participates in the TIER project, SGL coordination, and all other systems groups requiring Bureau involvement.

Core Data and Data Stewardship

	Core Data Defined?	Data Stewardship Process Started?
DO	Addressed through strategic planning.	Core data requirements are being addressed through a strategic planning process that considers information and technology needs. The process defines and documents the core data for these systems and will lead to data stewardship process for each functional element.
IG	Started	A project accounting information system being created will include a financial data dictionary. System data ownership and custodial responsibilities for financial, audit tracking, and investigative case information will be assigned.
ATF	Started	Core financial data is defined in accordance with JFMIP standards. ATF recently initiated its data stewardship process by hiring a Program Manager for Data Administration who has begun inventorying all systems and will ultimately define and standardize all core data.
OCC	Yes	The core financial management information system contains the general ledger, accounts payable, and accounts receivable and collections. Information from this system allows for program and administrative accounting, planning, budget formulation and execution, audit, recording and classifying financial data, and reporting financial management information. The system supports all requirements of OMB, GAO, and Treasury. The CFO has initiated a data stewardship process and provides reliable systems for budget, accounting, financial management, and internal controls to deter fraud, waste, and abuse of OCC resources.
USCS	Started	OF will pilot a process for a selected set of data. Data stewards for program areas will link program execution and information and systems architecture so the correct information is collected, classified, maintained and reported timely. Customs is adapting the stewards' roles to its current data life cycle, adding the new significant role of a functional data definer and/or business liaison. This person makes sure requirements fit into an overall program/enterprise database and tracks data/information systems change requests for a given business process.

BEP	Yes	Each system module has a data owner. An aggressive end user training program is underway because of a major core financial and manufacturing system upgrade. Also, the Office of Management Control monitors data accuracy and integrity.
FLETC	No	FLETC uses the Federal Financial System (FFS) on a cross service/reimbursable basis with the Financial Management Service. FFS meet JFMIP, OMB, and GAO Title II requirements.
FMS	Yes	A data stewardship process is being formed. It assigns managers on data integrity, definition, and use. The four kinds of stewards are Data Custodian, Data Consumers, Operational Data Steward, Tactical Data Steward.
IRS	Yes	The IRS uses the Federal Financial System (FFS) which has addressed JFMIP, OMB, and GAO Title II core financial system requirements. The title of "Data Steward" does not exist, but project offices understand and handle stewardship responsibilities.
US MINT	No	As part of COINS, core financial data will be defined in accordance with JFMIP standards. Overall Mint core data will be broader than the JFMIP requirements to satisfy non-financial COINS components. Offices will have stewardship of relevant data under COINS.
BPD	Yes	Federal Financial System software provides for budget and administrative accounting functions. Data owners serve as stewards and approve relevant data changes.
USSS	Yes	Core data corresponds with the SGL. The Financial Management Division has stewardship responsibility for core data.
OTS	Yes	A data stewardship process to manage the information necessary to support program and financial managers and assure accurate, accessible timely, and useable decision making data is in place. Developers design financial systems for users at all levels.

Directives, Guidelines, Policies

All Treasury organizations in this review rely on A-123, A-127, A-130, TD3202, TD8402, JFMIP, FASAB, ITMRA, Government Performance and Results Act (GPRA), and an overwhelming number of both additional external and internal directives, guidelines, and policies.

Information Systems Life Cycle Manual (TD P 84-01)

	Use It?	If not used, are internal SDLC policies in place? Who writes, approves, and maintains them? How do the support 84-01? How are newer development techniques incorporated?
DO	Y	Prototyping, as a proof of concept, is used prior to major information systems investment decisions during the requirements analysis stage to ensure new systems meet users' requirements.
IG	Y	Also, newer development techniques are incorporated into project plans by the Director and Deputy Director of IT as needed.
ATF	Y	Newer techniques are used by developers as needed with approval by Information Services Division managers.
OCC	N	An Applications Development Life Cycle for mainframe applications, approved by Treasury, is in place. For PC/LAN applications, methodology software is being researched. Client server applications have used prototyping and rapid application development and related standards are being developed.
USCS	N	Under a Treasury waiver, Customs has its own SDLC that incorporates all government and industry standards applicable to Customs systems. Customs incorporates many of the standards and processes articulated in Treasury Directive 84-01, Information Systems Life Cycle Handbook. A new edition of the SDLC incorporates new OMB Circular A-130 security requirements, additional planning and project control guidance, SDLC and Software Quality Assurance oversight and brings it into conformance with many Software Capability Maturity Model (S-CMM) key practice areas.
BEP	Y	The Office of Information Systems maintains an up-to-date internal information systems standards manual which includes SDLC policies and procedures.
FLETC	Y	It is referenced as a guide. FLETC does not develop large systems in-house. All applications are small in nature and of limited use.
FMS	Y	(No comments)
IRS	Y	Internal policies and procedures are also used for non-developmental items. The core system is a commercial-off-the-shelf system. Enhancements follow the CFO System Life Cycle Chart.
US MINT	Y	Newer techniques will be considered if modifications are required to meet functional requirements.

BPD	Y	While used for development guidance, technical staff evaluate and incorporate approaches for new projects.
USSS	N	The Information Resources Management Division has published a SDLC manual that accommodates legacy systems and new client server technologies and development techniques.
OTS	Y	SDLC policy and procedures are in accordance with Treasury Manual 84-01. Three additional OTS documents are used. These include a policy/procedures/standards manual, an automated systems owners manual, and an estimating procedures guide.

Annual Timing for Systems Planning

Timing, Organization, and Participation

DO	It is a continuous process involving interaction between ASD user office liaisons and all Departmental Offices. Each Spring, this process assists in the revision and issuance of the Information Systems Plan (ISP). New initiatives are then incorporated in the April Budget request for the next Fiscal Year. The strategic plan is key to prioritizing projects and requests. In the Fall, after approval of appropriations, budget requests and plans are reviewed and updated.
IG	An annual planning exercise follows the request from the Deputy Assistant Secretary for Information Systems. Plans, which incorporate the overall future direction, are reviewed by several management officials and submitted. Future plans will be more informative and less tedious so a wider group of managers can review and comment.
ATF	By early July, customers forward funding requests for the upcoming fiscal year to systems project managers who prepare justifications and budgets for each project. By mid-August, program mangers for Financial/Administrative, Firearms/Intelligence, and Integrated Collections Systems submit funding requests to the IRM Council. In October, the Council prioritizes the projects. In early December, final decisions are made.
OCC	Systems planning is done annually with the budget process. The IRM task group coordinates, reviews, and recommends systems issues and solutions to the Executive Committee.
USCS	Planning occurs at an annual tactical planning session. Here, key financial, technical and programmatic personnel discuss and prioritize funding and resources for current and planned financial systems efforts.
BEP	Planning begins with a Bureau strategic plan which all Associate Directors and Office Chiefs help draft. It forms the basis for updating the IRM strategic and financial management five-year plans annually. These set the tone for updating the IRM strategic plan.
FLETC	Planning relates to Financial Management Systems Advisory Committee and the approval of Department-wide subsystems. FLETC has a member assigned to each subgroup of common interest, i.e., travel and procurement. This member lets FLETC management know of new plans, developments, etc.
FMS	Annually, a financial management status report and a five year strategic systems information plan, a one year information systems operational plan, and a systems inventory are submitted to Treasury. Core systems development corresponds to and is integrated with the annual budget formulation schedule and information resource management process. The Budget Formulation Branch sends requests for budgetary information to managers whenever OMB reporting requires their responses. At that time, funding for new core systems is allocated on an ad hoc basis for approved core systems.

IRS	1) Five year systems plan 2) IRB decides project funding two years out 3) The Information Systems budget is submitted depicting FTEs and dollar resources. 4) After submission to Congress, the Financial Planning Office takes over system planning, coordinating with the IRB on budget changes. 5) At the beginning of each fiscal year, the office of Budget Execution takes over system planning. They monitor systems budgets and communicate to the IRB.
US MINT	The new IT Investment Board will address systems planning timing. The Committee will submit a budget based on approved requests. The selected projects will enable the Mint to achieve the maximum payoff for dollars spent. The IT Committee will monitor the process to ensure progress is proceeding as anticipated.
BPD	Two major planning conferences, one off-site in October of senior executives and another in the Spring, define long range strategic direction and reflect overall budget direction and GPRA requirements.
USSS	As an ongoing process, annual updates to the five year financial management plan include the status of current processes and planned activities. Plans change based on new requirements.
OTS	OTS has a three-year systems development cycle that started in 1995. All applications fall under on of three functional categories: administrative, industry, or regulatory. The three cycles of year one design enhancements, year two implementation, and year three post implementation reviews guide the planning effort. The MIS Committee establishes systems budgets after program office justification. After MIS and Budget Committees approval, final approval is required by the OTS Executive Committee. Once approved, the project is managed by the system owner working closely with the IRM office.

Funding's Impact on Systems Development

DO	The investment review process requires the coordination of funding for systems.
IG	Funding affects ability to proceed with projects. Shortfalls cause delays or reduce the scope of pending projects. Attempts are made to adjust for external requirements by reordering or adjusting the scope or timing of priorities.
ATF	Based on business and also external requirements, projects are prioritized by the IRM Council, and then funded. The Council cancels or reduces funding on lower priority projects.
OCC	Funding for financial and mixed systems is approved by the Executive Committee with recommendations from the IRM task group.
USCS	During the annual financial tactical planning session, systems priorities are set for the particular fiscal year, and available funding is reviewed to determine which efforts will be funded. Once the limit of available funding is committed, remaining projects will be scheduled to begin as funding becomes available. Normally, as new or changed requirements are established by external agencies, additional funding is not provided. However, in the past, additional funding has been provided for large-scale requirements.
BEP	An industrial revolving fund (reimbursed direct and indirect costs including equipment and capital needs) finances operations. Priority goes to systems that will streamline processes, improve manufacturing and support operations efficiency, control costs, ensure accountability, and enable security products production.
FLETC	Because of FLETC's small size, systems implementation has a major financial impact. When FLETC converted to FFS, a budget initiative was required. When other subsystems are approved, specific funding must also be provided.
FMS	Treasury funding has great impact, i.e., Federal Financial System implementation was delayed two years. It is now being funded with FMS and Treasury resources. Travel manager was funded under the CFO initiative.
IRS	In response to external influences, the CFO, working with and as a member of the IRB, may ask for funding support from other program areas, reprioritize, and/or drop planned development.
US MINT	All initiatives are funded through a revolving fund. Items are prioritized based on performance, cost-benefit analysis, impact, architecture, operations, customer service, and legal mandates. They are then linked to the annual budget which is based on projected revenues.
BPD	Funding, which can limit development, is prioritized by the Executive Board. The agency does its best to meet external requirements internally but may ask for additional resources if absolutely necessary.
USSS	As a small Bureau, funding for enforcement programs remains a priority. Without Treasury funding, initiatives cannot be implemented. When priorities are influenced by external agencies, there has been no funding for implementation.

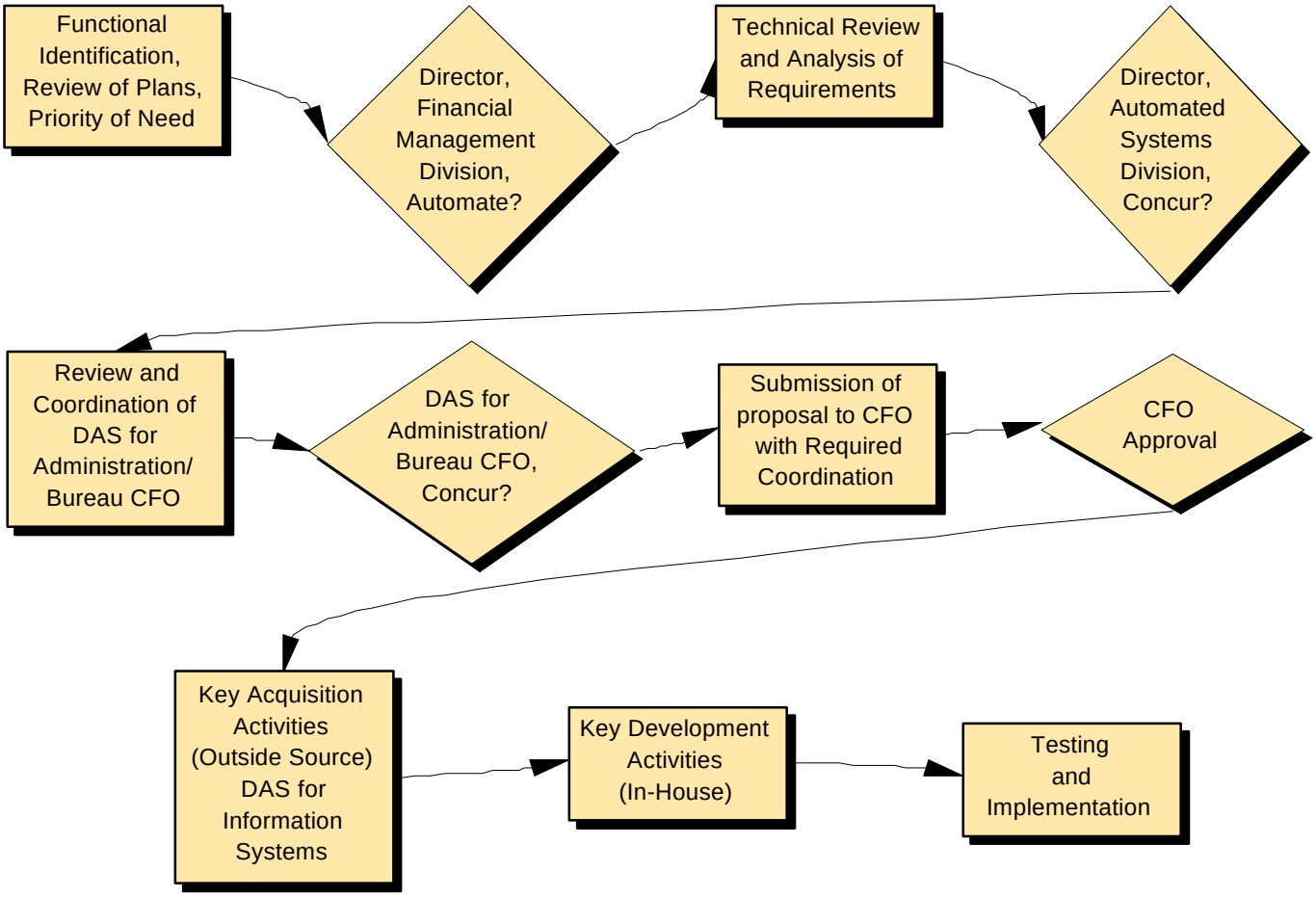
OTS	The MIS Committee budget process identifies and contains costs. Systematic budgeting and monthly monitoring ensure funds tracking. The MIS and Budget Committees adjust priorities and assignments as necessary due to external influences.

Incorporating ITMRA into Systems Planning Processes

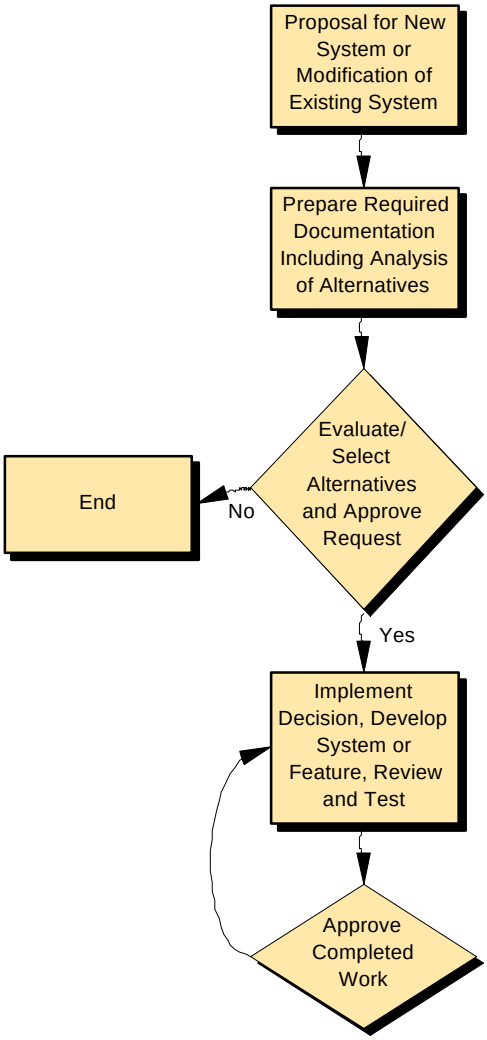
DO	An IRB process has existed for several years. Offices are reviewing draft Departmental guidance on ITMRA implementation and will follow final published guidance.
IG	Investment management practices, including IRB creation, screening and capital planning, performance measurement, a review of security policies, and technology architecture documentation are being pursued.
ATF	The Strategic Management Team serves as ATF's IRB. Development projects for cost accounting, workload statistics, and performance measurement systems are being considered for FY 97 funding by the IRM Council.
OCC	A high level IRM task group will recommend improvements to the decision making process and organizational structure for information technology that will incorporate ITMRA requirements focusing on smarter investments.
USCS	Customs has established an IRB that is responsible for ensuring ITMRA requirements are met.
BEP	The IRM Committee Charter includes revisions to meet ITMRA requirements.
FLETC	FLETC has not fulfilled ITMRA requirements, but will start implementation once Treasury issues directions. ITMRA requirements will guide future systems planning and execution.
FMS	Requirements are incorporated into the planning decision process, investment evaluations, and IRB. Under a rigorous process, performance measures are in place. The CIO has the lead on ITMRA.
IRS	The IRS created the IRB in response to the ITMRA and serves as the central focus for all investments.
US MINT	The IT Investment Process is used for selecting, managing, and evaluating investments. The new CIO will handle the duties outlined in ITMRA. The CIO will maintain the already completed equipment inventory.
BPD	The CIO and CFO implement ITMRA requirements. They actively participate in the Executive Board which serves as the IRB. A Senior Advisory Committee monitors projects for the IRB. Core business function analysis is occurring.
USSS	A strong foundation (i.e., existing workgroup) exists for incorporating remaining ITMRA requirements.
OTS	OTS has participated in meetings with other Treasury Information Resources officials and will evaluate its internal structure as Treasury publishes its guidelines.

Systems Development Processes Diagramed

DO



IG



Proposals can originate in finance, information technology or program areas.

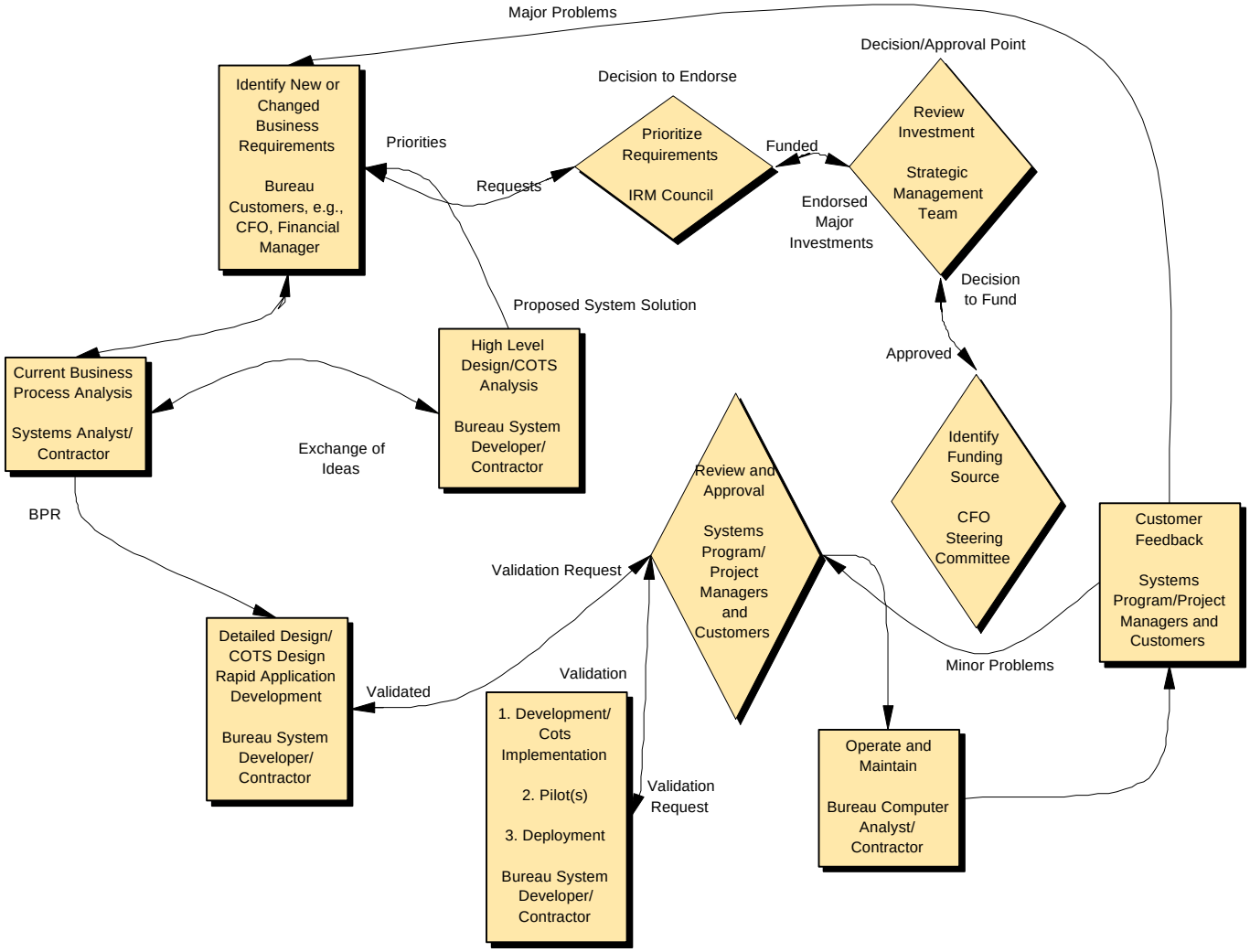
The extent of documentation required depends on the expected cost or scope of the system or enhancement.

Major projects are approved by the IRB. Smaller projects are approved by the CIO.

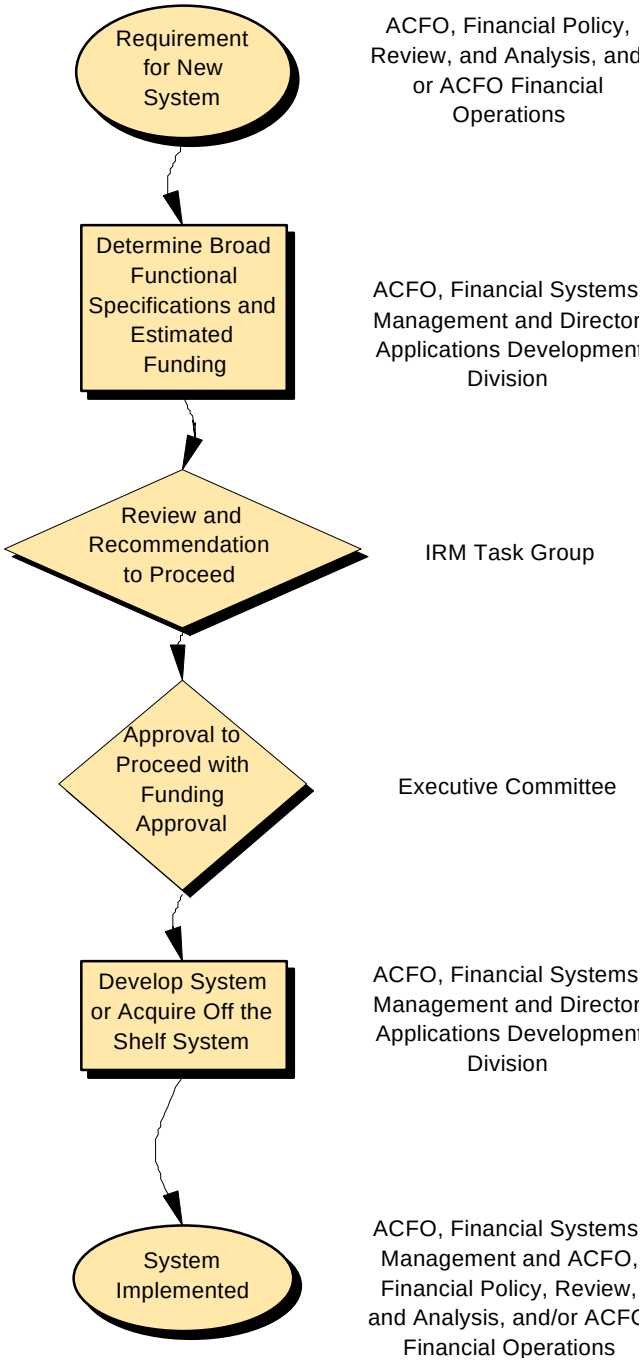
Development work is contracted or performed by Information Technology Support and then tested by affected users.

Final approval authority rests with the IRB or CIO depending on project size.

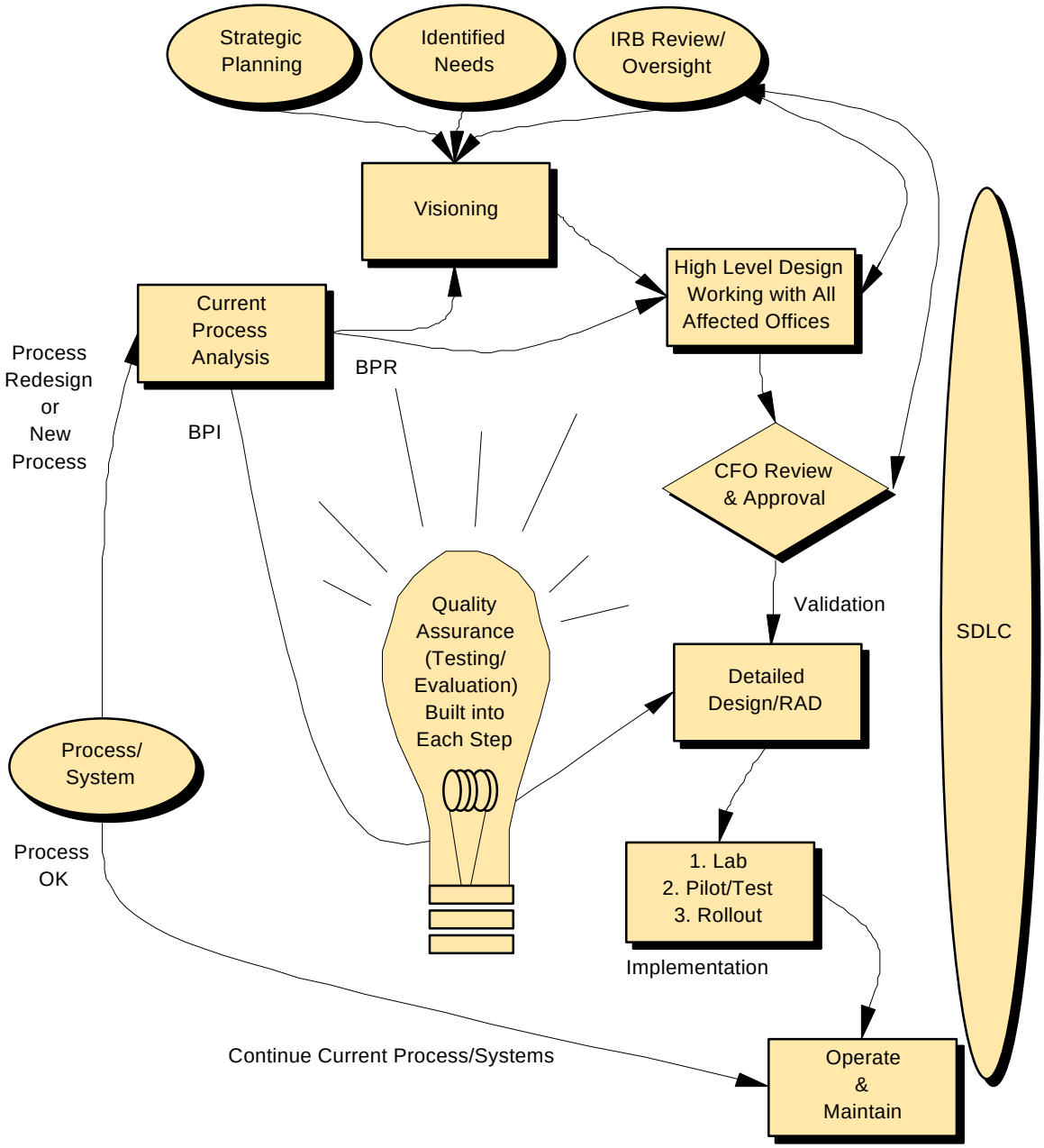
ATF


Major Problems
Decision/Approval Point
Identify New or Changed Business Requirements
Bureau Customers, e.g., CFO, Financial Manager
Decision to Endorse
Prioritize Requirements
IRM Council
Review Investment
Strategic Management Team
Priorities
Requests
Funded
Endorsed Major Investments
Decision to Fund
Approved
Proposed System Solution
High Level Design/COTS Analysis
Bureau System Developer/ Contractor
Current Business Process Analysis
Systems Analyst/ Contractor
Exchange of Ideas
BPR
Review and Approval
Systems Program/ Project Managers and Customers
Identify Funding Source
CFO Steering Committee
Customer Feedback
Systems Program/Project Managers and Customers
Validation Request
Minor Problems
Detailed Design/ COTS Design Rapid Application Development
Bureau System Developer/ Contractor
Validated
Validation
1. Development/ Cots Implementation
2. Pilot(s)
3. Deployment
Bureau System Developer/ Contractor
Validation Request
Operate and Maintain
Bureau Computer Analyst/ Contractor

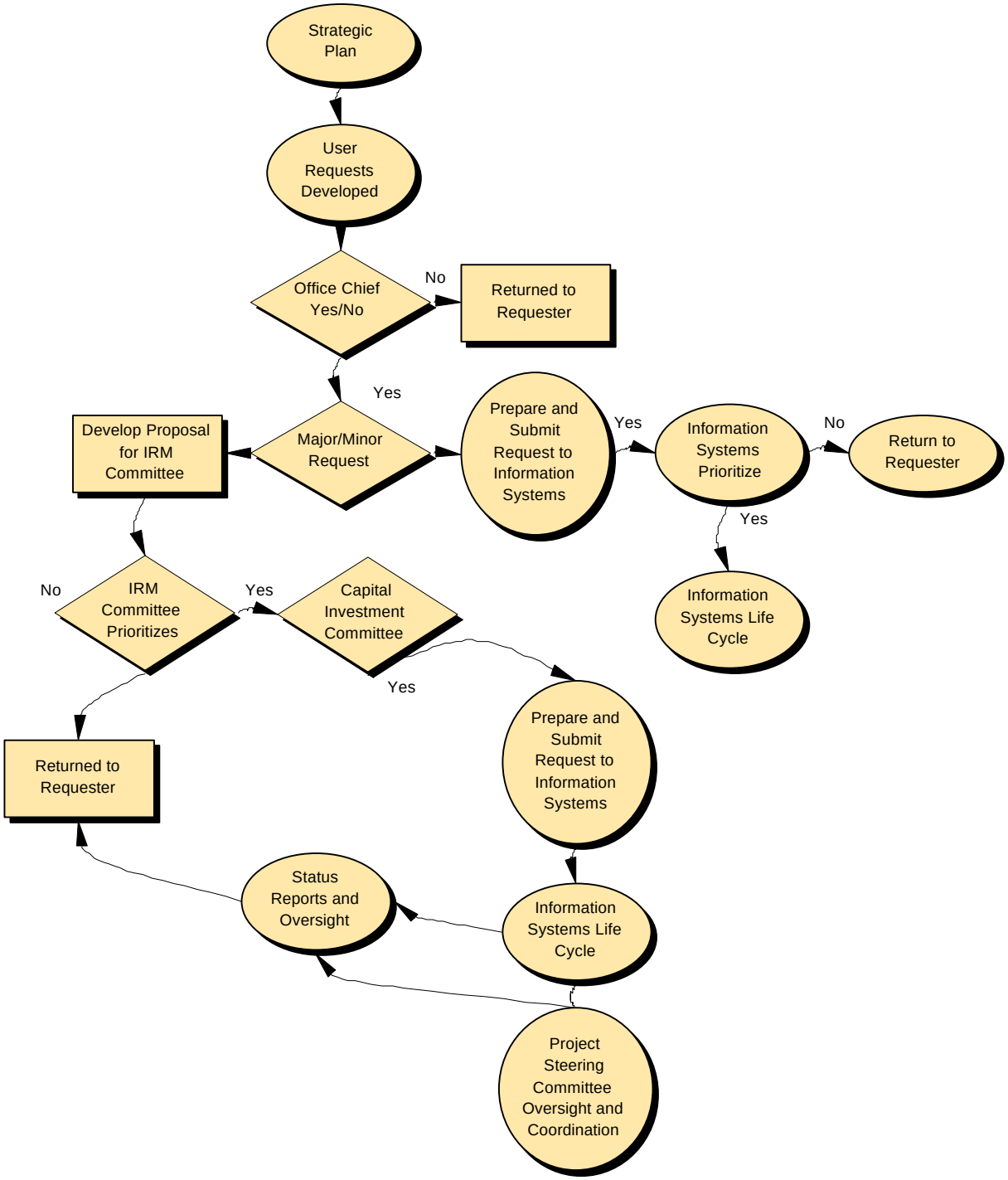
OCC


Requirement for New System
ACFO, Financial Policy, Review, and Analysis, and or ACFO Financial Operations
Determine Broad Functional Specifications and Estimated Funding
ACFO, Financial Systems Management and Director Applications Development Division
Review and Recommendation to Proceed
IRM Task Group
Approval to Proceed with Funding Approval
Executive Committee
Develop System or Acquire Off the Shelf System
ACFO, Financial Systems Management and Director Applications Development Division
System Implemented
ACFO, Financial Systems Management and ACFO, Financial Policy, Review, and Analysis, and/or ACFO Financial Operations

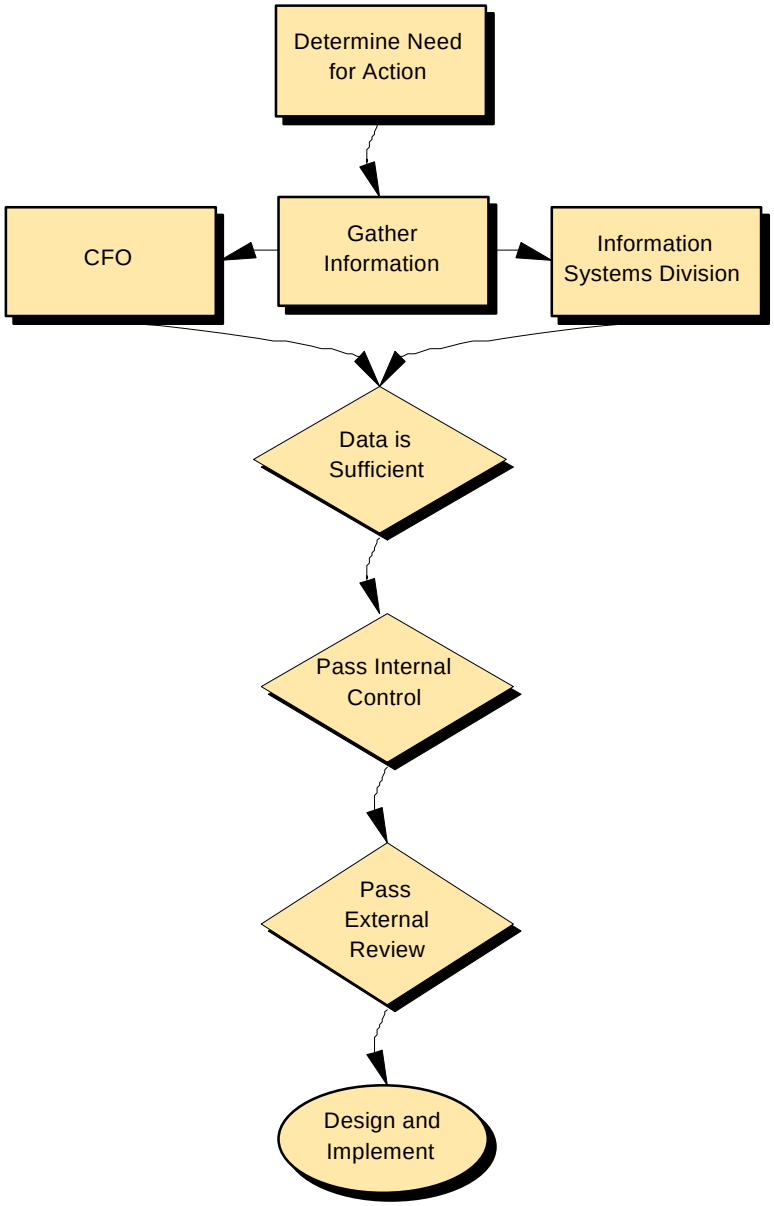
USCS


Strategic Planning
Identified Needs
IRB Review/ Oversight
Visioning
High Level Design Working with All Affected Offices
Current Process Analysis
Process Redesign or New Process
BPR
BPI
CFO Review & Approval
Validation
SDLC
Quality Assurance (Testing/ Evaluation) Built into Each Step
Detailed Design/RAD
Process/ System
Process OK
1. Lab
2. Pilot/Test
3. Rollout
Implementation
Continue Current Process/Systems
Operate & Maintain

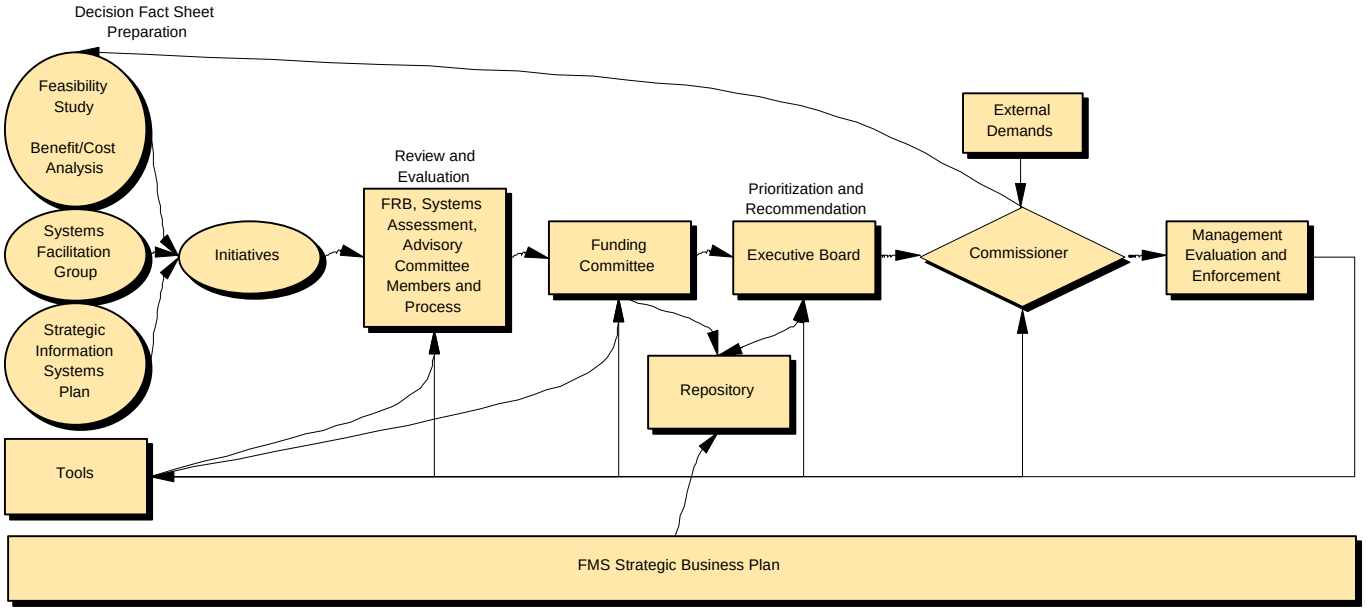
BEP


Strategic Plan
User Requests Developed
Office Chief Yes/No
No
Returned to Requester
Yes
Major/Minor Request
Develop Proposal for IRM Committee
Prepare and Submit Request to Information Systems
Yes
Information Systems Prioritize
No
Return to Requester
Yes
Information Systems Life Cycle
No
IRM Committee Prioritizes
Yes
Capital Investment Committee
Yes
Returned to Requester
Prepare and Submit Request to Information Systems
Status Reports and Oversight
Information Systems Life Cycle
Project Steering Committee Oversight and Coordination

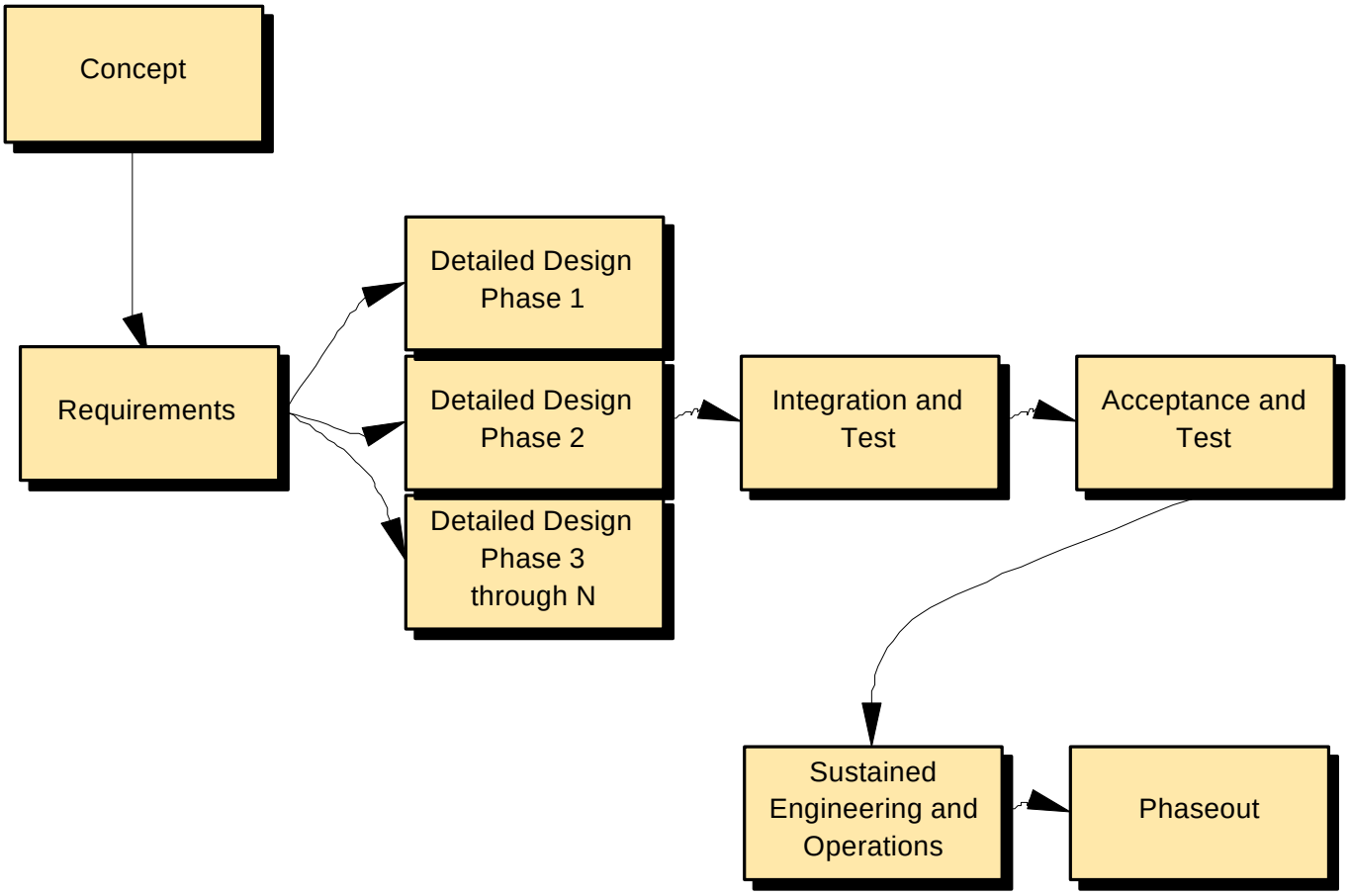
FLETC


Determine Need for Action
CFO
Gather Information
Information Systems Division
Data is Sufficient
Pass Internal Control
Pass External Review
Design and Implement

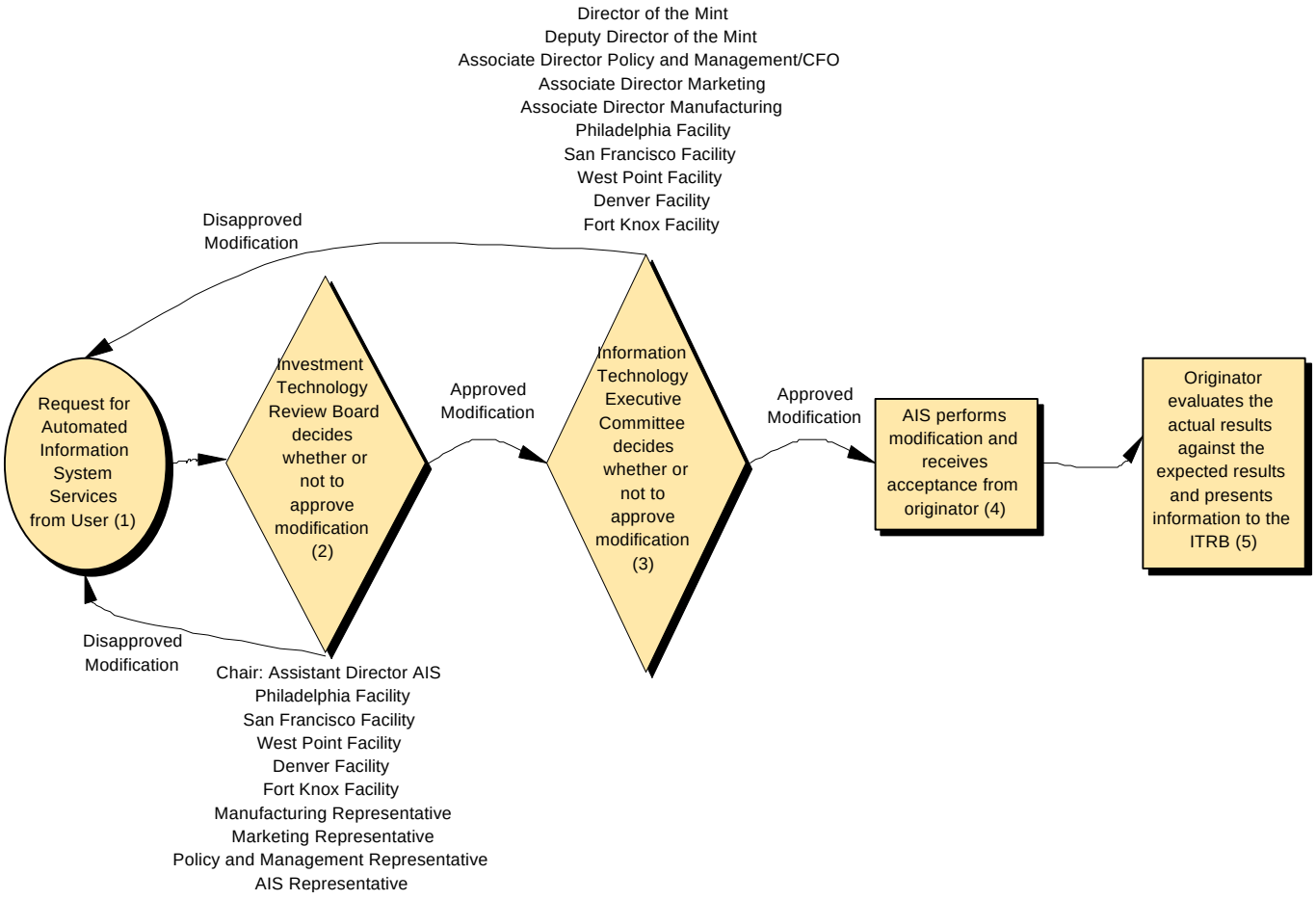
FMS


Decision Fact Sheet Preparation
Feasibility Study
Benefit/Cost Analysis
Systems Facilitation Group
Strategic Information Systems Plan
Initiatives
Review and Evaluation
FRB, Systems Assessment, Advisory Committee Members and Process
Funding Committee
Prioritization and Recommendation
Executive Board
External Demands
Commissioner
Management Evaluation and Enforcement
Repository
Tools
FMS Strategic Business Plan

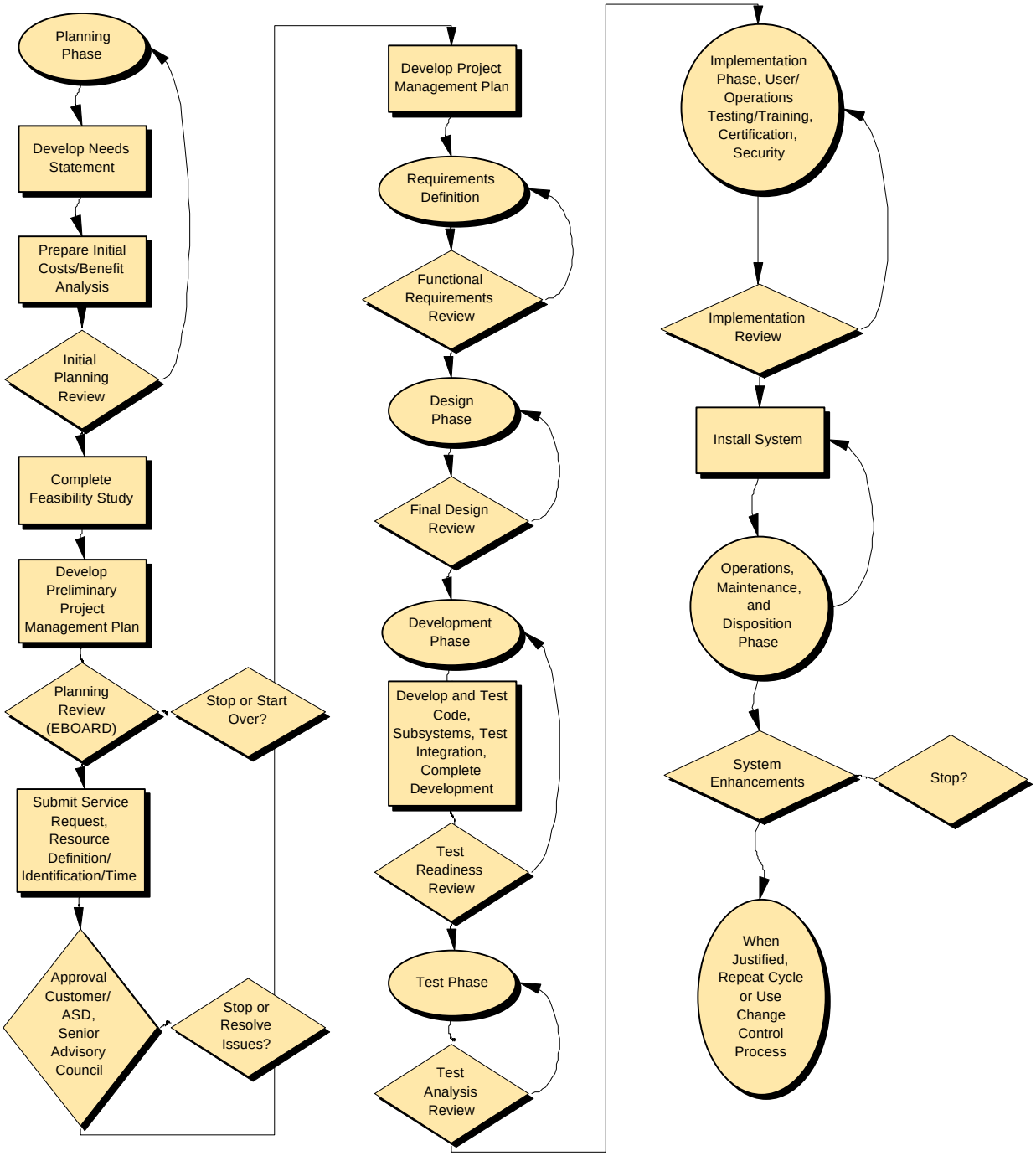
IRS


Concept
Requirements
Detailed Design Phase 1
Detailed Design Phase 2
Detailed Design Phase 3 through N
Integration and Test
Acceptance and Test
Sustained Engineering and Operations
Phaseout

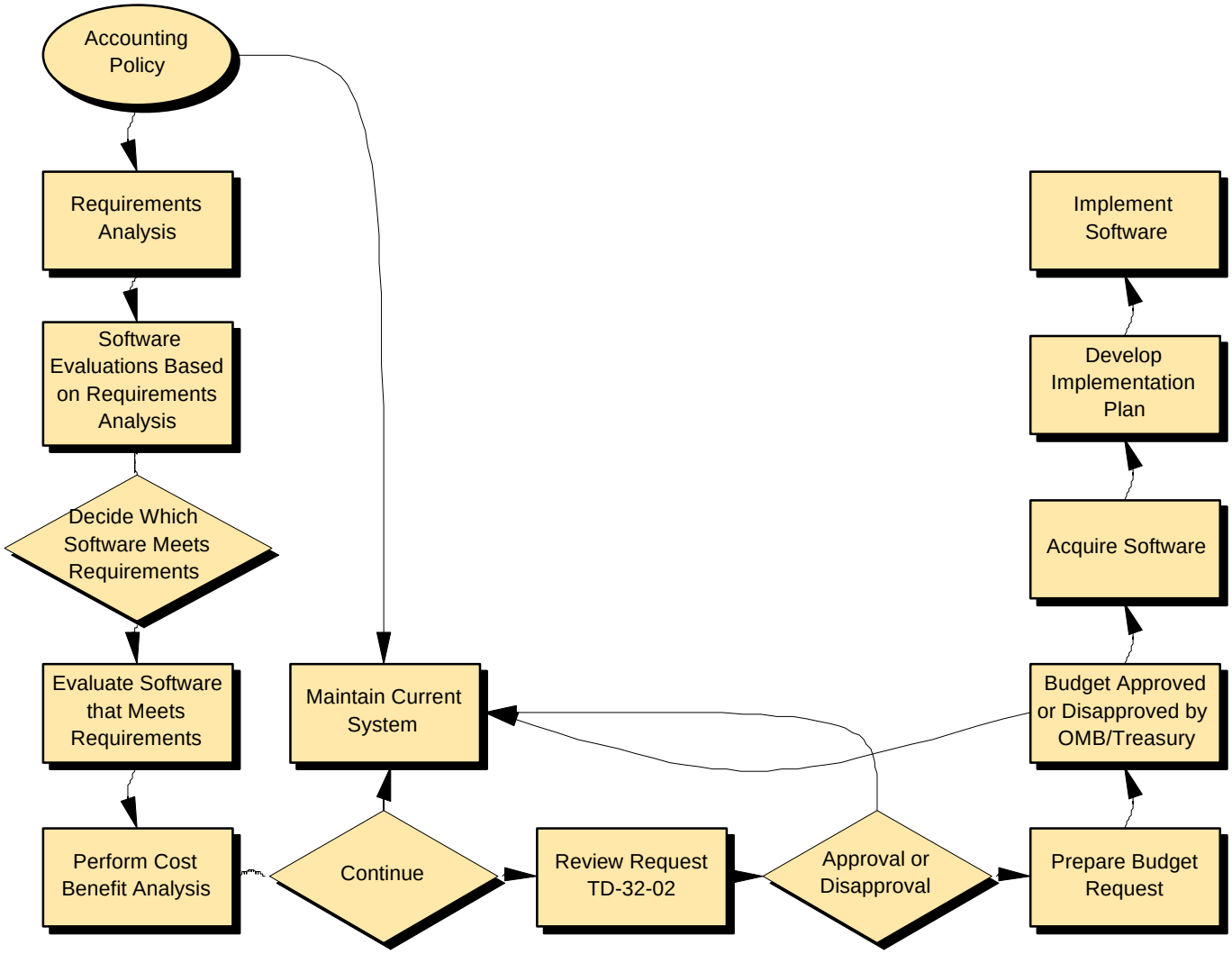
US Mint


Director of the Mint
Deputy Director of the Mint
Associate Director Policy and Management/CFO
Associate Director Marketing
Associate Director Manufacturing
Philadelphia Facility
San Francisco Facility
West Point Facility
Denver Facility
Fort Knox Facility
Disapproved Modification
Request for Automated Information System Services from User (1)
Investment Technology Review Board decides whether or not to approve modification (2)
Approved Modification
Information Technology Executive Committee decides whether or not to approve modification (3)
Approved Modification
AIS performs modification and receives acceptance from originator (4)
Originator evaluates the actual results against the expected results and presents information to the ITRB (5)
Disapproved Modification
Chair: Assistant Director AIS
Philadelphia Facility
San Francisco Facility
West Point Facility
Denver Facility
Fort Knox Facility
Manufacturing Representative
Marketing Representative
Policy and Management Representative
AIS Representative

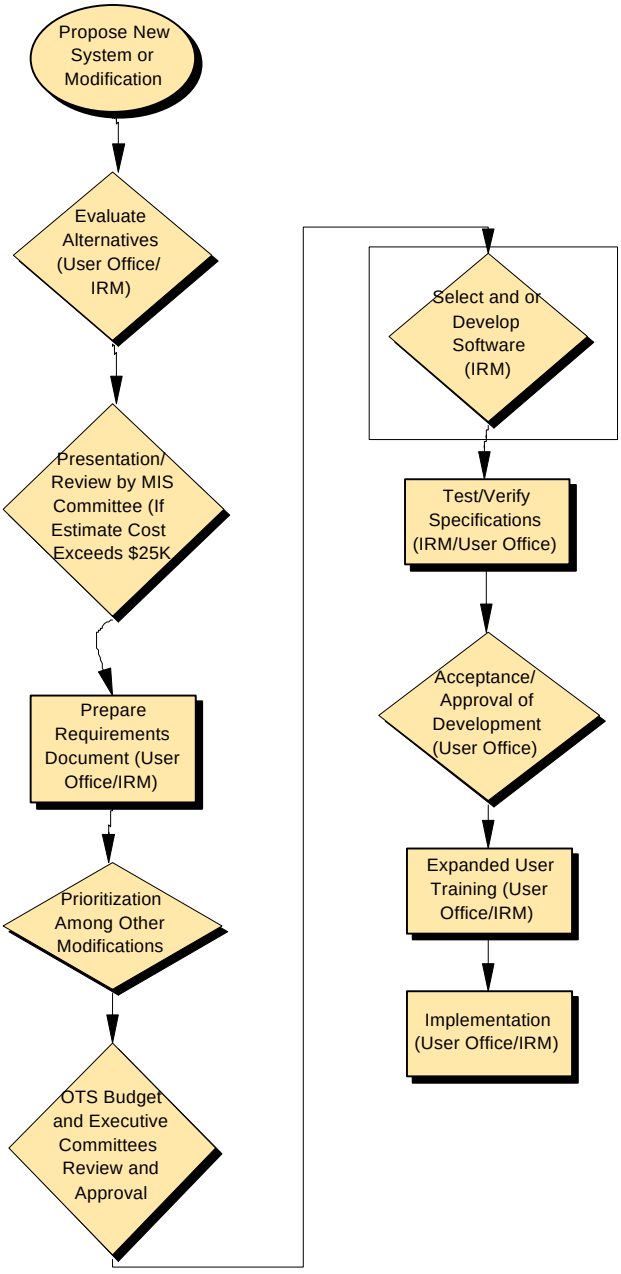
BPD


Planning Phase
Develop Needs Statement
Prepare Initial Costs/Benefit Analysis
Initial Planning Review
Complete Feasibility Study
Develop Preliminary Project Management Plan
Planning Review (EBOARD)
Stop or Start Over?
Submit Service Request, Resource Definition/ Identification/Time
Approval Customer/ ASD, Senior Advisory Council
Stop or Resolve Issues?
Develop Project Management Plan
Requirements Definition
Functional Requirements Review
Design Phase
Final Design Review
Development Phase
Develop and Test Code, Subsystems, Test Integration, Complete Development
Test Readiness Review
Test Phase
Test Analysis Review
Implementation Phase, User/ Operations Testing/Training, Certification, Security
Implementation Review
Install System
Operations, Maintenance, and Disposition Phase
System Enhancements
Stop?
When Justified, Repeat Cycle or Use Change Control Process

USSS


Accounting Policy
Requirements Analysis
Software Evaluations Based on Requirements Analysis
Decide Which Software Meets Requirements
Evaluate Software that Meets Requirements
Perform Cost Benefit Analysis
Continue
Maintain Current System
Review Request TD-32-02
Approval or Disapproval
Prepare Budget Request
Budget Approved or Disapproved by OMB/Treasury
Acquire Software
Develop Implementation Plan
Implement Software

OTS


Propose New System or Modification
Evaluate Alternatives (User Office/ IRM)
Presentation/ Review by MIS Committee (If Estimate Cost Exceeds $25K
Prepare Requirements Document (User Office/IRM)
Prioritization Among Other Modifications
OTS Budget and Executive Committees Review and Approval
Select and or Develop Software (IRM)
Test/Verify Specifications (IRM/User Office)
Acceptance/ Approval of Development (User Office)
Expanded User Training (User Office/IRM)
Implementation (User Office/IRM)

Other Government Agencies Outlined

Agency for International Development

Setting Systems Priorities

The Assistant Administrator for Management (AA/M) sets priorities based on program and external (GAO, OMB, Congress) input.

Steering Committees' and Boards' Roles

The "New Management System (NMS)" Advisory Board functions as an ADP Steering Committee/IRB. Chaired by the AA/M, with senior program and technical members, it identifies/resolves issues and supports financial management systems investment. It instituted a parallel legacy financial system during initial NMS implementation.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

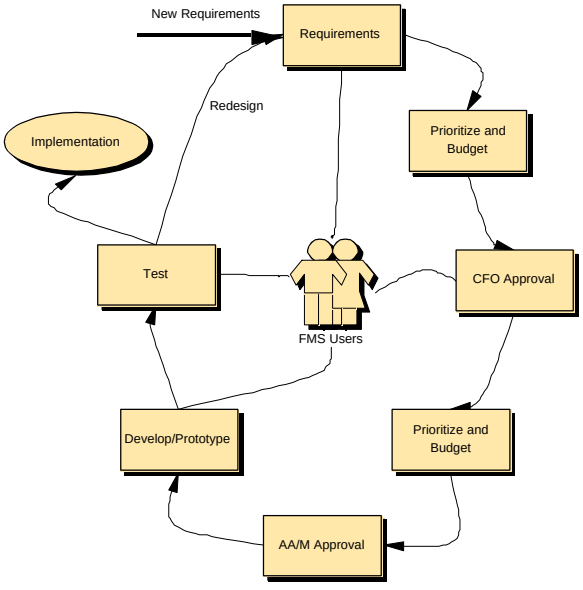
The CFO plans for and develops financial mixed systems and with staff support places long-range requirements and strategies in the CFO and CIO five-year plans. The CFO prioritizes and budgets for automation support with the AA/M, who serves as the CIO.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

Planning starts in late summer with a review of progress, requirements and strategies. Needed automation support is put into revised plans. Statutory, regulatory, and agency requirements are weighed against resources when decisions are made. Integration occurs through specifications, testing, and external requirements. The GSA reviews/tests systems. All involved communicate on development.

Financial Core Data and Data Stewardship

The agency produced the "Worldwide Accounting Control System" based on JFMIP requirements using the new SGL. Stewardship occurs at lower levels with line staff responsible for local data and database administrators responsible for central data repositories and dictionaries.



SDLC and other Development Policies and Procedures

Continuous Process Improvement or "Spiral" SDLC incorporating information engineering, RAD, and JAD is used.

ITMRA in Planning and Performance Measures

Systems align expenditures with goals and objectives; exchange data with existing systems; integrate analysis, planning, budgeting, and evaluation;

and have appropriate levels of security. The CFO/CIO participate in planning and on CFO/CIO Councils and manage systems as investments.

Setting Systems Priorities

For the Commerce Administrative Management System (CAMS), the CFO works as a member of the CAMS Steering Committee to establish priorities.

Steering Committees' and Boards' Roles

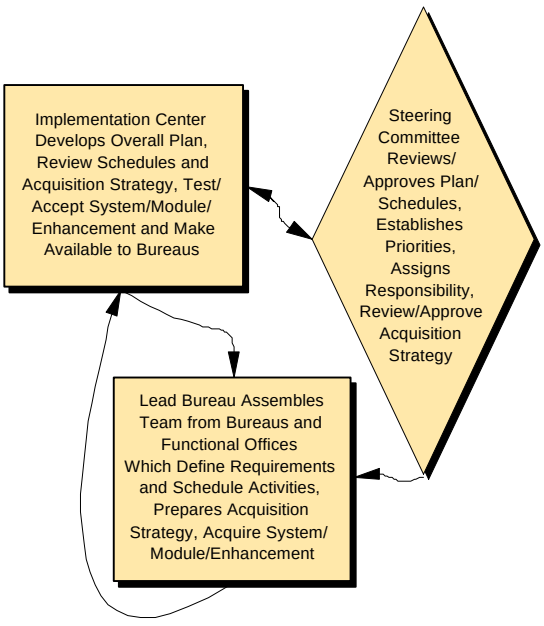
In addition to the CFO, the Deputy CFO, "principal operating unit" CFOs, and CAMS project managers serve on the CAMS Steering Committee. The CAMS Implementation Center reports to the Deputy CFO and supports the Committee, which meets bi-monthly. The Committee reviews and approves development and implementation schedules, all related budget requests, and acquisitions.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

One person serves as both CFO and CIO. This person interacts with program officials on CAMS planning and development.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

The Implementation Center keeps the plan and schedule with project leaders' guidance, maintains the software, and makes decisions on modifications or low-level development. Resource planning occurs during annual budget process. The CFO working with the Steering Committee makes major decisions with Departmentwide implications. Operating units implement CAMS in their own environments. The six fully integrated modules of the Core Financial System are part of a single off the shelf product. Integrating functional modules remains a top priority. The implementation Center serves as a central coordination and communication point. The Steering Committee, Implementation Center, and project teams coordinate internally. The Deputy CFO coordinates with Treasury and the external financial management community. The CFO links with OMB. Reviews will occur after the system is fully implemented.



Financial Core Data and Data Stewardship

CAMS will comply with JFMIP standards. The Office of the Secretary has responsibility for appropriate data standardization across the Department. Otherwise, data belongs to the operating units that created it.

SDLC and other Development Policies and Procedures

CAMS policies/procedures have not yet been written. For acquisition, Commerce used GAO Audit Guidelines (12/92) and IMTEC-8.1.6, 8/90). Since acquisition, Commerce has followed Andersen Consulting's Method 1 SDLC.

ITMRA in Planning and Performance Measures

The Secretary of Commerce is still considering how to address these items.

Setting Systems Priorities

The CFO and its staff set corporate priorities with the Executive Committee for Information Management (ECIM). In major programs, Information Management (IM) staffs and program managers set priorities. GAO reports and legislation (funds) affect priorities.

Steering Committees' and Boards' Roles

The ECIM (as IRB), chaired by the Deputy Secretary, with major program heads and the CFO as members and the CIO as Secretary, sets high-level cross-program projects priorities. A level lower, a Department IM Council with IM managers as members, provides the ECIM with technical support. Lastly, a Corporate Guidance Group with Headquarters IM managers, supports the IM Council.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The CFO and CIO work together on the ECIM, corporate and financial systems, oversight agencies' requests, and budget formulation.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

Requests (operations descriptions, FMS nonconformances and upgrade justifications, improvement projects, milestones) in January through the budget process contribute to the CFO Five-Year Plan and must comply with a Financial Management Systems Five-year Plan. OMB, JFMIP, Treasury, GAO, and Congress, as well as internal requests, consensus, and procedures, and the CFO Configuration Management Plan, influence decision-making. Systems integration occurs under one organization's guidance. Frequent planning committees and user group meetings have led to sound internal and external coordination. Formal certifications and compliance reviews are conducted.

Financial Core Data and Data Stewardship

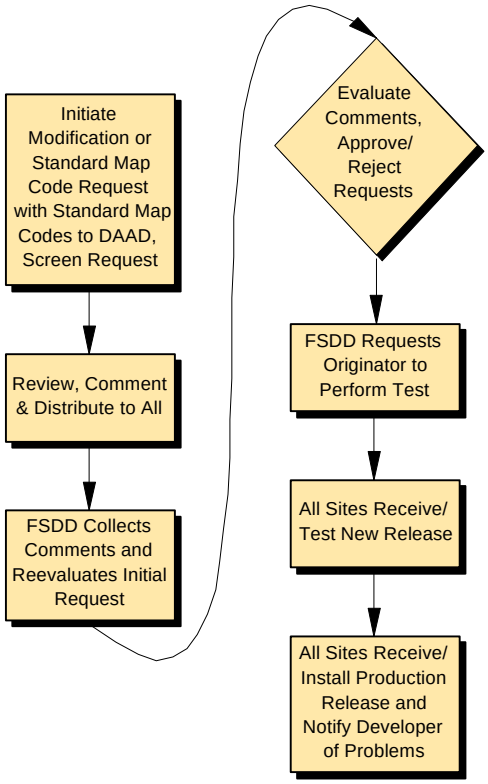
Data generally conforms to with JFMIP principles. A data stewardship process has started.

SDLC and other Development Policies and Procedures

Energy started using its SDLC "Software Engineering Methodology" in 6/96.

ITMRA in Planning and Performance Measures

The agency established a CIO and an IM structure before enactment of the law. IRBs, investment portfolios, and performance measures are under development. Some initial performance measures see use in "managing and operating contractors."



DAAD: Departmental Accounting and Analysis Division
FSDD: Financial Systems Development Division

Setting Systems Priorities

An IRM Strategic Plan sets development goals. The CFO Five-Year Plan outlines overall financial systems priorities. Higher level organizations, such as GAO, OMB, and the Congress impact these priorities through new initiatives and mandates.

Steering Committees' and Boards' Roles

EPA formed an Executive Steering Committee (ESC) for IRM. This group, chartered by the administrator and chaired by the CIO, sets the strategic direction for agency IRM. Assistant Administrators, Regional Administrators, and some state representatives serve on the Committee. The ESC will serve as the IRB. A Strategic Project Committee within the ESC has started work on requirements for information technology investment review. The CIO and CFO will consider this review together during the annual budget process.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

Under a new Office of the CFO, some of the ADP technical staff working on the agency's accounting and payroll systems will move from the IRM organization to the CFO financial systems organization. The CFO, CIO, and program officials will continue to interact during strategic systems planning during the annual review and update of EPA's Financial Management Status Report and Five-Year Plan.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

Planning, with full CFO, CIO, and program official participation, is synchronized with the agency's annual planning and budget process. The Financial Management Division develops the financial systems plan and budget. Systems managers, serving mostly in the functional rather than IRM organizations, may be advised or overseen by System Management or Executive Management Groups. Senior IRM and CFO managers approve subreleases before implementation. EPA's core financial system interfaces with several mixed systems. The importance of integration leads to thorough prerelease testing. Internally, coordination occurs across several offices. EPA coordinates externally with OMB, Treasury, and other central agencies. FFS serves as the foundation for EPA's core financial system. The agency participates on the Federal Financial Systems Users Groups on system enhancements and software reviews which typically cover lessons learned, positive feedback, user surveys, etc., take place after major system upgrades or development efforts.

Financial Core Data and Data Stewardship

EPA's financial core data, which resides in the Integrated Financial Management System, conforms with JFMIP standards.

SDLC and other Development Policies and Procedures

EPA issued binding guidance on its SDLC. It describes processes which may benefit by tools such as rapid application development.

ITMRA in Planning and Performance Measures

The ESC and IRC will strengthen the CIO's strategic role. Capital planning will fall under the Strategic Project Committee's charter which will consider investment strategy. An ESC subcommittee started a Strategic IT Architecture Plan to control future architecture. (An IT Roadmap is in place.) The roadmap and software development center mitigate risk.

General Services Administration

Setting Systems Priorities

Priorities are set by the Business Technology Council (BTC) and the IT Council (ITC).

Steering Committees' and Boards' Roles

The Deputy Administrator chairs the BTC. Members include the CIO, CFO, Heads of Services and Staff Offices (HSSOs) and Regional Administrators. The BTC decides major investments; reviews/monitors/evaluates investment portfolio benefits, risks and costs; guides GSA's IT program and infrastructure; and determines how IT can support the agency. The Deputy CIO chairs the ITC. Members include senior GSA IT managers and major staff business line CIO's and offices. The ITC proposes and monitors IT policies and programs for agency consistency. It provides a forum for leaders to coordinate IT issues across office lines and support the BTC.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The CFO, CIO and Heads of Services and Staff Offices (HSSOs) and Regional Administrators are members of the BTC which meets on a regular basis. This provides a forum for discussion on many issues including financial and mixed systems planning and development. Also, staff level personnel from all SSOs work together on a daily basis in the planning and development of financial and mixed systems.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

GSA hopes to have continuous planning primarily led by the CFO's Office of Financial Management Systems (OFMS), Planning Division, with participation from all GSA Services and Staff Offices. Without an annual schedule, most information appears on an annual basis in a CFO 5-year Plan. OFMS plans, develops, and improves the integrity of GSA's financial management systems in a coordinated and integrated manner. It has planning, development, and integrity divisions.

Financial Core Data and Data Stewardship

GSA has started replacing its Core financial system and defining the process under JFMIP standards.

SDLC and other Development Policies and Procedures

Systems development, including COTS packages selections, will be defined and documented using a Computer Aided Software Engineering (CASE) tool (LBMS methodology).

ITMRA in Planning and Performance Measures

Based upon a request from the CIO's office, the CFO 's office has submitted a capital plan for financial management systems. This plan contained performance measures.

Setting Systems Priorities

HHS bases priorities on governmentwide, Departmentwide, and operating divisions program and financial reporting requirements. Legislative requirements impact priorities. An HHS IRB will review requests and set priorities as part of an investment portfolio.

Steering Committees' and Boards' Roles

An IRM Advisory Council, with the Operating Divisions' CIOs and the Deputy CFO (chair), meets bi-monthly on major issues. In its formative stage as the IRB, membership includes the Deputy Assistant Secretaries for Budget, Acquisitions, Finance, and Human Resources. The Deputy CFO (Office of IRM) will support the IRB. The CIO and the Secretary will decide on proposed investments.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The Assistant Secretary for Management and Budget (ASMB) serves as the CIO and CFO. The Deputy Assistant Secretaries of IRM and Finance report to the ASMB. The Office of Finance, as part of the CFO Five-Year Plan and the budget process, coordinates the planning of the financial and mixed systems with program and IRM offices.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

Planning throughout the year is reported to OMB in the CFO Five-Year Plan and the budget process on September 30. The Operating Divisions' Budget, IRM, and Finance staff participate with Department Finance and IRM officials based on accounting system and processing standards. For integration, HHS relies on the SGL Chart of Accounts, transaction codes, object classes, audit trail and interface records, general ledger records, classification structure, data elements and definitions, and summary data records. HHS participates on the CFO Council Systems Committee, the SGL Issues Resolution Committee, the Year 2000 Interagency Committee, and the CFO Systems Strategy and Legislative Subcommittees. Information is shared internally through the Departmental Financial Policies Group and financial systems committee workgroups. An IRB will eventually conduct reviews.

Financial Core Data and Data Stewardship

The use of common data elements and definitions and adherence to JFMIP standards ensures data integrity. Departmental information is combined in the Financial Information Reporting System.

SDLC and other Development Policies and Procedures

These have been transferred to the Operating Divisions to move responsibility for systems development closer to the program offices that have direct oversight. RAD and Prototyping see extensive use.

ITMRA in Planning and Performance Measures

Plans conform to ITMRA. The IRM mission, vision, goals, and strategies align with GPRA. A Capital Plan and IT Architecture will

serve as the basis for new plans. The IRB will evaluate major proposals while the Operating Divisions evaluate smaller ones. All plans must lay out performance measures and on-going evaluation schemes.

Setting Systems Priorities

Priorities are based on business needs and external directives or reports. A Technology Investment Board (TIB) uses recommendations in an ISP to identify, score (using a strategic ranking mechanism at or just prior to the fiscal year's beginning), and rank IT projects for the IT Investment Portfolio. The ISP links to budget formulation and will connect a long range Capital Planning process to the budget.

Steering Committees' and Boards' Roles

The TIB acts as an ADP Steering Committee and IRB, advises HUD Management on IT initiatives, and facilitates wise systems investments through monthly and ad hoc meetings. The CIO chairs and senior program/administrative officials serve on the TIB. The TIB recently decided to upgrade the system infrastructure to use Windows 95, the Microsoft Office Suite, and Token Ring upgrades for Internet/Intranet graphics applications.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The CFO governs the financial information and general management systems. Through the TIB, the CIO directs strategic information planning. The CFO chairs the Systems Integration Working Group which integrates financial/ mixed systems and works with the TIB.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

The Systems Integration Plan gets updated for the fiscal year starting in June. After it knows the budget allocation in October-November, the TIB prepares an IT plan for the Management Committee. A Financial Systems Integration Plan based on the ISP and external directives/standards guides decisions. Project managers identify modifications and set development schedules. The Office of Financial Systems Integration oversees the project managers, ensures integration with the Office of IT, and manages internal and external communication. Reviews of systems usually occur 90 days after implementation.

Financial Core Data and Data Stewardship

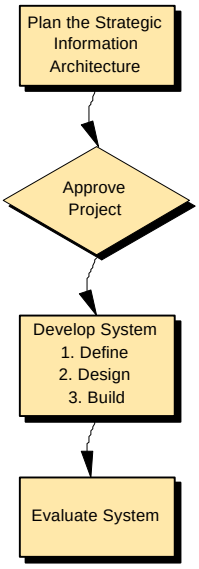
A HUD Financial Systems Integration Standards Document establishes standards, roles, and responsibilities. Core data is processed on core accounting system based on the AMS Federal Financial System which conforms to JFMIP standards. In the Office of IT, Central Information Management, makes information accessible, credible, and usable through the ISP, Information Architecture, and data administration.

SDLC and other Development Policies and Procedures

A HUD System Development Methodology comprehensively outlines system life cycle management.

ITMRA in Planning and Performance Measures

The ISP and TIB lay the groundwork for meeting ITMRA requirements as part of the FY 1999 budget formulation. HUD uses performance measures for up-time and useability. Measures linked to business results will be created.



Setting Systems Priorities

An Information Resources Management Reviews Council (IRMRC) reviews systems with a cost exceeding $100 million; that impact multiple Bureaus; have high visibility; under Presidential, Congressional, or Secretarial mandate/priority; or that support the critical information infrastructure. OMB participates in early planning stages. GAO offers advice for improving outcome success.

Steering Committees' and Boards' Roles

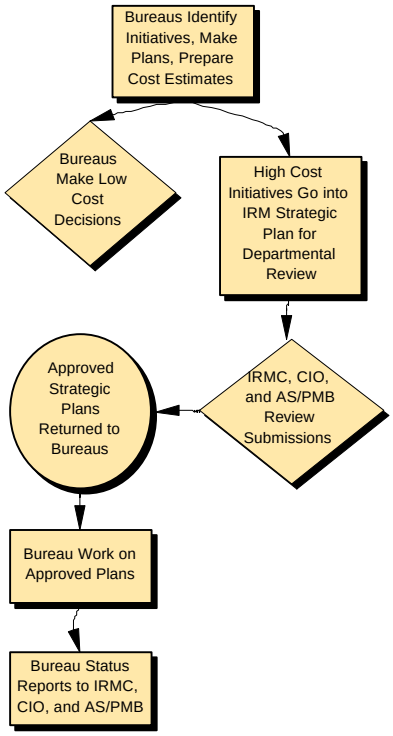
The IRMRC serves as the ADP Steering Committee and IRB. Chaired by the CIO and composed of the Deputy Bureau Directors (or appointed individuals) and Solicitor and Inspector General designees, it approved the purchase of human resources decision support system software for Departmentwide use.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The agency is recruiting a CIO, but current procedures will remain in place with IRMRC or Bureau interaction.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

Planning coincides with the budget formulation process and the "Financial Management Status Report and Strategic Plan" normally completed in September each year. The IRMRC reviews Departmentwide plans and policies and each Bureau's IRM Strategic Plan. The CIO and Assistant Secretary - Policy, Management, Budget (AS/PMB) also oversee the Bureau's plans. Based on the IRM Strategic Plan, individual systems owners approve development/acquisition, and set standards for and approve modifications. The IRM Strategic Plan and IRMRC/CIO/AS/PMB review process address integration. Systems owners do most coordination and post implementation reviews.



Financial Core Data and Data Stewardship

All data is defined in accordance with JFMIP guidelines and data stewardship is in place.

SDLC and other Development Policies and Procedures

SDLC and nontraditional development techniques policies and procedures have been issued.

ITMRA in Planning and Performance Measures

Issued guidance requires justification for who should do the work and why; a description of mission relationship; documentation on how the investment supports the strategic plan; a list of the risks involved; an economic analysis; performance measures and milestones; total life/cost analysis; and a description of how an investment fits with the IT architecture.

National Aeronautics and Space Administration

Setting Systems Priorities

The CFO Council plans for and coordinates financial and budget systems development priorities based on program/mission, legislative, OMB, and JFMIP requirements or standards. The CIO Council approves plans.

Steering Committees' and Boards' Roles

The IT Standards/Architecture Integration Council (ITS/AIC), chaired by the CIO, includes all Enterprise and Center CIOs, the Office of the Chief Engineer, and others. It defines agency IT requirements and recommends standards and policies. A CIO Council, also chaired by the CIO, serves as the Capital Investment Board for IT. Strategic Enterprises, headquarters, and Space Operations Management representatives serve on the Council which establishes and evaluates a balanced agencywide IT investment strategy.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The CFO and CIO set systems development policy together. The CFO serves on the Capital Investment Council (chaired by the CIO). The Integrated Financial Management (IFM) system has a senior executive steering council which coordinates with the CIO Council.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

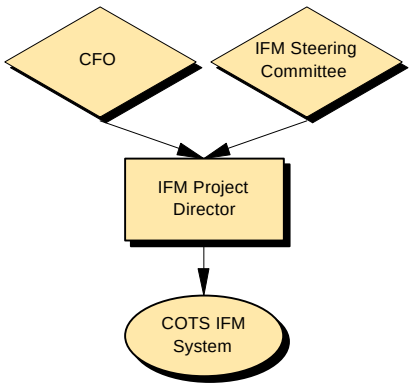
With Capital Investment Council, CIO Council, and ITS/AIC participation, planning occurs in the budget cycle and Five-Year Plan. NASA uses COTS when available. The IFM system project director, reporting to the CFO and an IFM steering committee, ensures the system complies with the CFO Act, OMB Circulars, the CFO Council, and JFMIP guidance.

Financial Core Data and Data Stewardship

The IFM system will have common data elements and transaction processing and consistent internal controls.

SDLC and other Development Policies and Procedures

The agency uses COTS when possible. Plans for sustaining engineering include upgrades when feasible.



ITMRA in Planning and Performance Measures

The NASA Strategic Management Handbook guides ITMRA implementation. The CIO collaborates with the CFO for financial, accounting, and asset management systems as required by legislation. IT measures shall focus on evaluating the IT investment compared to improved mission and internal business performance.

Nuclear Regulatory Commission

Setting Systems Priorities

An IT Council with representatives from each major program office, and the Offices of Information Resources and the Controller, reviews significant, capital, and major IT projects and recommends priorities. Under a new IT Capital Planning and Investment Control Process, IT Council recommendation will go to the CIO for review and submission to the IRM Business Council. OMB, GAO, and the Congress do not directly influence priorities unless subject to OMB Circular A-11 requirements.

Steering Committees' and Boards' Roles

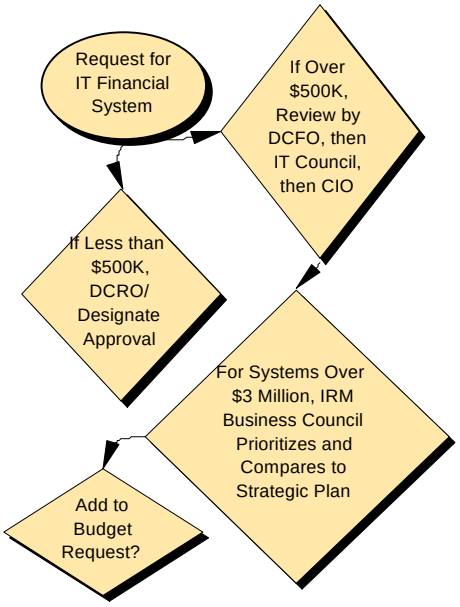
The IT Council serves as an ADP Steering Committee. All major headquarters and regional offices are represented. The IT Council advises while the IRM Business Council prioritizes.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

An Executive Council composed of the CFO, CIO, Executive Director of Operations (EDO) reports and submits the budget to the NRC Chairman. Steering committees with executives from affected offices advise the CIO on significant projects. The Office of IRM reports to the CIO. Systems development and operations functions are centralized in the Office of the Controller.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

Ongoing planning, led by the Deputy CFO and IRM/program offices, occurs as part of the financial management plan and budget submission. Planning will become part of the agency strategic planning process and performance plan for FY 1999. The IRM Business Council will review proposed capital and major financial systems as part of the new IT Capital Planning and Investment Control Process. The CFO is responsible for the integrated accounting and financial system in coordination with the CIO. Serving as the Controller, the Deputy CFO reviews and concurs on the design of financial and mixed systems with the program and IRM offices. Reviews happen as required by A-127.



Financial Core Data and Data Stewardship

Data is defined consistent with JFMIP requirements and NRC financial data classification standards. The Office of IRM has started a data administration program that will include a data stewardship process.

SDLC and other Development Policies and Procedures

NRC-developed standards which address nontraditional development techniques will be issued shortly.

ITMRA in Planning and Performance Measures

An IT capital planning process is being implemented. IT performance measures are to be developed.

Social Security Administration

Setting Systems Priorities

The agency has a Business Plan with key initiatives related to its five core business processes and six service delivery modes which integrates the strategic plan with shorter term tactical plans. Projects that must occur regardless of cost/savings receive highest priority. Discretionary projects are ranked based on cost-effectiveness and work hours savings. Staff incorporate exterior agency requirements.

Steering Committees' and Boards' Roles

Since 1987, a Systems Review Board (SRB) has overseen major IT acquisitions, plans, and budgets. Chaired by the CFO, its members have included the Senior Executive Officer, the principal Information Resources Management Official, and the Deputy Commissioners. The CIO Council is taking over the SRB's responsibilities.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The CIO and CIO Advisory Council oversee the agency's portfolio of information technology investments. The CIO is SSA's Principal Deputy Commissioner and the CIO's Advisory Council includes the CFO and Executive Staff. The agency also makes heavy use of its User Planning Team (UPT), which represents the end user community.

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

In December and June, new projects are considered for the ADP Plan. The UPT reviews all proposals for inclusion. The Systems Management Board reviews proposed changes to the ADP Plan. The Executive Steering Committee approves the final Plan. Decisions at the agency occur during a planning phase with cost/benefit analysis and a feasibility study. For systems modification and development, the Deputy Commissioner for Systems and the UPT review proposals and make recommendations. The Executive Steering Committee makes the final decision. An operation integration and testing stage ensures systems integration. A configuration management/quality control product review matrix summarizes products identified in the life cycle stages for coordination. Systems effectiveness reviews help determine whether systems objective are being met.

Financial Core Data and Data Stewardship

The Office of Financial Policy and Systems defined the agency's financial core data and assigned data stewards.

SDLC and other Development Policies and Procedures

A software Engineering Technology manual guides every stage in the systems life cycle development process. It also includes nontraditional development methods such as JAD, RAD, and Prototyping.

ITMRA in Planning and Performance Measures

A CIO ensures IT is acquired and managed in compliance with ITMRA. SSA has extensive performance measures which are published on its agency World Wide Web site.

Department of Veterans Affairs

Setting Systems Priorities

Priorities, influenced by external agencies, are set as part of the IRM Five-Year Plan and the annual budget. VA has started a strategic planning process which will establish a framework for setting information system priorities aligned with relevant legislation.

Steering Committees' and Boards' Roles

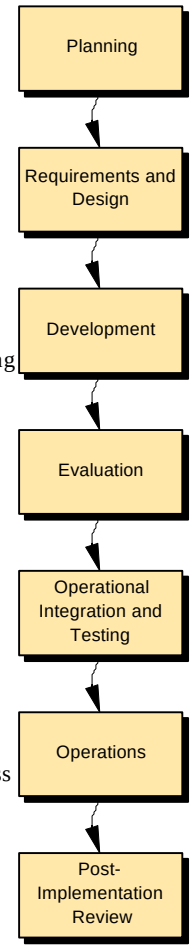
The VA does not have a separate Technology Investment Board (TIB) or a Systems Investment Committee. However, the Assistant Secretary for Management (ASM) established a CIO Council and commissioned a task force to define a strategic planning process that will incorporate a TIB. The VA has a CFO Council which takes action on financial system and management areas. The new CIO Council is chaired by the CIO with members including several Administration CIOs, Assistant or Deputy Assistant Secretaries, and an IRM manager. The Council oversees and recommends IT capital investments.

CFO, CIO, and Program Official Interaction During Financial and Mixed Systems Planning and Development

The ASM serves as the CFO, CIO, and Chief Acquisitions Officer. He works with all VA components on the Financial and Mixed Systems Five-Year Plan and relies on subordinate leaders for "effectiveness" and "linkages".

Annual Timing, Decisions, Approvals, Integration, Coordination, and Reviews

All VA organizations participate in the annual financial systems planning cycle starting late Spring and concluding with the Financial Management Report and Five-Year Plan. For financial and mixed systems, CFO staff either directly decide or have major input to initiatives. Final approval for major development remains at the Secretary level with several levels of senior management concurrence. The Deputy AS can approve development at specific dollar thresholds for projects' entire or partial life cycles. Financial management and systems officials work to ensure systems integration. Active participation in internal and external workgroups and councils leads to effective coordination. VA reviews systems throughout their complete life cycle or periodically after implementation.



Financial Core Data and Data Stewardship

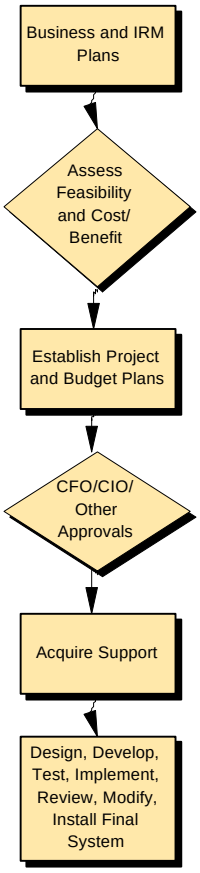
Financial core data is defined in accordance with JFMIP standards. Data stewardship is an ongoing process across the agency. ALL VA CFO and financial manager offices share responsibility for data stewardship.

SDLC and other Development Policies and Procedures

VA established policies and procedures for financial systems with particular emphasis on testing, security, internal controls, documentation, and independent certification. Prototyping and RAD techniques are available.

ITMRA in Planning and Performance Measures

A study to develop the IT Strategic Planning model /process and an effort to create a Capital Planning Guide have started. Performance measures have been or are being defined as part of the CFO Strategic Planning Process.



Bureau Survey Questions

1. *List the organization, title, and point of contact for the top 10 financial, program, and information resources managers or working groups involved in financial and mixed systems development at your Bureau or Departmental office. Place a "✔" in any of the last two columns if the point of contact recommends or approves new or changed systems.*

2. *In the space below, draw a chart that shows the relationship of the organizations outlined in question 1.*

3. *Which organization listed under Question **#1** has the final say or greatest influence on financial and mixed systems? Why?*

4. *Which office sets <u>overall</u> information systems priorities at your Bureau or Departmental office? How are priorities influenced by higher level agencies, such as the General Accounting Office, the Office of Management and Budget, and the Congress, etc.?*

5. *Does your Bureau or Departmental office have an Automated Data Processing (ADP) Steering Committee? If yes, how is it organized? How does it operate? Does the ADP Steering Committee act as the Investment Resources Board (IRB) or Systems Investment Committee (SIC)? If not, is there a separate IRB or SIC? Who serves on the IRB or SIC and what are the Committee's roles, responsibilities, and work tasks?*

6. *Regarding financial and mixed systems development, please explain how you:*
   - ***A.*** *Set systems development priorities.*
   - ***B.*** *Make decisions.*
   - ***C.*** *Approve systems modifications and development.*
   - ***D.*** *Ensure systems are integrated.*
   - ***E.*** *Coordinate internally at your Bureau or Departmental office and externally with other Bureaus or Departmental offices.*

7. *Has your Bureau or Departmental office defined its core data? Is <u>financial</u> core data defined in accordance with Joint Financial Management Improvement Program (JFMIP) standards? Has a data stewardship process been initiated?*

8. *What specific directives, guidelines, and policies, etc., direct financial and mixed systems development within your Bureau or Departmental office?*

9. *Does your Bureau or Departmental office use the Treasury Information Systems Life Cycle Manual (TD P 84-01)? If not, have system development life cycle (SDLC) policies and procedures been defined internally? If so, what office writes, approves, and maintains these? How do they support the Treasury SDLC? How are newer development techniques, such as prototyping and rapid application development (RAD), incorporated?*

10. *Describe the annual timing for systems planning at your Bureau or Departmental office. How is it organized? Who participates?*

11. *How does Bureau or Department funding impact decision making regarding prioritization of financial and mixed systems? When priorities are influenced by external agencies, how are they funded?*

12. *How has your Bureau or Departmental office incorporated or planned to incorporate the requirements of the IT Management Reform Act (ITMRA) of 1996 into systems planning processes?*

13. *On this page, draw a diagram of your Bureau's or Departmental office's <u>entire</u> financial and mixed systems processes, <u>including development enhancement and changes</u>, using the four symbols below. Show differences in processes for in-house development, implementation of off-the-shelf software, rapid application development (RAD), and prototyping. Please consider the areas of priority setting, planning, design, implementation, and evaluation when drawing the chart. It may be helpful first to diagram this as a group on a whiteboard or with "post-it" notes on a wall and then transfer the diagram to the survey. Be sure to show by office, title, and point of contact, all requesters, decision makers, and systems approvers. (If more space is needed, please attach additional pages or charts.)*

Other Government Agency Survey Questions

1. *How are overall information systems priorities set at your department or agency? How do higher level organizations, such as the General Accounting Office, the Office of Management and Budget, and the Congress influence these priorities?*

2. *Do you have an Automated Data Processing (ADP) Steering Committee? If yes, how is it organized? How does it operate? Does the ADP Steering Committee act as the Investment Resources Board (IRB) or Systems Investment Committee (SIC)? If not, is there a separate IRB or SIC? Who serves on the IRB or SIC and what are their roles, responsibilities, and work tasks? Please provide an example of a decision any of these groups have made.*

3. *Describe the interaction between your Chief Financial Officer, Chief Information Officer, and program officials during financial and mixed systems planning and development.*

4. *Describe the annual timing for financial systems planning at your organization. Who participates in the process?*

5. *Regarding financial and mixed systems development, please explain how you:*

- **A.** *Make decisions.*
- **B.** *Approve systems modifications and development.*
- **C.** *Ensure systems are integrated.*
- **D.** *Coordinate internally and externally.*
- **E.** *Conduct post-implementation reviews.*

6. *Is financial core data (the financial and operational transaction data required for financial and performance reporting) defined in accordance with Joint Financial Management Improvement Program (JFMIP) standards at your department or agency? Has a data stewardship process been initiated?*

7. *Do you have defined system development life cycle (SDLC) policies and procedures? Have policies and procedures for nontraditional development techniques, such as prototyping and rapid application development (RAD), been incorporated?*

8. *Describe how you have incorporated or plan to incorporate the requirements of the IT Management Reform Act (ITMRA) of 1996 into systems planning processes? What information technology performance measures have you developed?*

9. *On this page, draw a "big-picture" diagram of your department's or agency's financial and mixed systems high-level processes, including development enhancement and changes, using the four symbols below. Show differences in processes for in-house development, implementation of off-the-shelf software, RAD, and prototyping. Please consider the areas of priority setting, planning, design, implementation, and evaluation when drawing the chart. (If you need more space, attach additional pages/charts.)*